



**Minutes**  
**Town of Lake Park, Florida**  
**Regular Commission Meeting**  
**Wednesday, December 17, 2014, 6:30 PM**  
**Town Commission Chamber, 535 Park Avenue**

The Town Commission met for the purpose of a Regular Commission Meeting on Wednesday, December 17, 2014 at 6:30 p.m. Present were Mayor James DuBois, Vice-Mayor Kimberly Glas-Castro, Commissioners Erin Flaherty, and Kathleen Rapoza, Town Manager Dale S. Sugerman, Attorney Thomas Baird, and Town Clerk Vivian Mendez. Commissioner Michael O'Rourke was absent.

Town Clerk Mendez performed the roll call and Mayor DuBois led the pledge of allegiance.

**SPECIAL PRESENTATIONS/REPORTS**

- 1. Presenting a Certificate of Appreciation for Dr. Jerry Krape Recognizing the Effort he goes to in Decorating his Business Located at Federal Highway and Park Avenue During the Christmas Season.**

Mayor DuBois presented Dr. Krape with the certificate of appreciation. Dr. Krape thanked the Commission for the certificate and explained that Bobby Walters has been putting up the decorations for the past 39 years.

**PUBLIC COMMENT:**

None

**CONSENT AGENDA:**

- 1. Regular Commission Meeting Minutes of December 3, 2014.**

**Motion: Commissioner Flaherty moved to approve the Consent Agenda; Commissioner Rapoza seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

## **PUBLIC HEARINGS - ORDINANCES ON FIRST READING:**

### **3. Ordinance No. 16-2014 Creating Code Provisions for Flexible Land Development Regulations**

Community Development Director Nadia DiTommaso combined the presentations of Ordinance 16-2014 and Ordinance 17-2014 (see attached Exhibit "A"). Vice-Mayor Glas-Castro asked a question regarding the architectural design. She asked if there was a minimum parcel size or was the relief only for one of the roads identified in Ordinance 17-2014. Community Development Director DiTommaso stated that there was no minimum parcel size in that section of the Code and the relief was only for those roads identified in Ordinance 17-2014. Vice-Mayor Glas-Castro agreed with the propose language in both ordinances. Mayor DuBois asked how many smaller properties are in the identified area. Community Development Director DiTommaso showed a map of the vacant lots (see exhibit "A"). Vice-Mayor Glas-Castro asked in zone was the parcel next to the Lake Park Scrub fronting Silver Beach Road. Community Development Director DiTommaso explained that the parcel was in the Commercial Light Industrial Corridor (CLIC). Mayor DuBois asked if that parcel would be exempt from relief because it fronts Silver Beach Road. Community Development Director DiTommaso stated that the relief would only apply if they carved out a parcel that would front Joule Road or the Park Avenue Extension, if the Park Avenue Extension were built. She stated that if the Park Avenue Extension were built then that road would need to be added to the flexibility road list. Vice-Mayor Glas-Castro clarified as to where in the ordinance Park Avenue Extension would be included. Community Development Director DiTommaso stated that it would be added to subsection 3(c) of Ordinance 17-2014, which reads, "buildings fronting Old Dixie Highway, Watertower Road, and Silver Beach Road shall provide additional façade and entrance treatments and have recesses and projections pursuant to (a) above along their side and rear facades greater than 100 feet".

#### **Public Comment Open:**

Richard Ahrens, 1461 Kinetic Road – stated that he was speaking on behalf of his client Mr. Kay, who owns a business in the affected district. He gave a brief history of the event that took place at a Planning and Zoning Board meeting several months ago in which his client's application was denied. As a result of the denial the application was withdrawn. He stated that he is in favor of both proposed ordinances.

#### **Public Comment Closed:**

**Motion: Vice-Mayor Glas-Castro moved to approve Ordinance 16-2014 on first reading; Commissioner Flaherty seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

Attorney Baird read the Ordinance into the record by title only.

**4. Ordinance No. 17-2014 Modification to the Architectural Design Guidelines in the Town Code for Nonresidential Buildings.**

Mayor DuBois recapped that Ordinance 17-2014 (see exhibit "B") was discuss as part of Ordinance 16-2014.

**Public Comment:**

None

**Public Comment Closed:**

**Motion: Vice-Mayor Glas-Castro moved to approve Ordinance 17-2014 as amended to include Park Avenue Extension as part of subsection 2 and 3(c) on first reading; Commissioner Flaherty seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

Attorney Baird read the Ordinance into the record by title only.

Town Manager Sugerman thanked Mr. Ahrens for his comments. He recapped and explained that Mr. Ahrens application was before the Planning and Zoning Board several months ago and unfortunately the Town Code did not offer any flexibility and the board denied his application. He congratulated Mr. Ahrens for his forward thinking and Town staff for developing the ordinances that allow for flexibility.

**NEW BUSINESS:**

**5. Authorizing the Mayor to Sign a Letter Agreement Dated November 24, 2014 to Extend the Lease of a Town Owned Cell Tower to Crown Castle.**

Town Manager Sugerman explained the item (see attached Exhibit "C").

Vice-Mayor Glas-Castro stated that the current contract does not expire until 2019, could this Commission bind a future Commission to the terms set forth. Attorney Baird explained that this is a non-binding document. He stated that the new lease would come back before the Commission for consideration. Mayor DuBois asked if there was only one user on the tower. Town Manager Sugerman explained that there was only one user

non-Town user on that tower, but the Town has two whip antennas that are not being utilized.

**Motion: Commissioner Rapoza moved to authorized the Mayor to sign the letter to extend the lease of the Town owned cell tower to Crown Castle; Commissioner Flaherty seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

## **6. Establishing a Process for Selecting the Next Town Manager**

Town Manager Sugerman explained the item (see attached Exhibit "D"). Mayor DuBois asked if the search for the next town manager would be done in-house or by an outside firm. Town Manager Sugerman explained that the Commission has several options. The options include completely in-house; in coordination with the Florida City and County Managers Association (FCCMA) Senior Advisors (formerly known as the Ranger Riders), or the Commission could go to an executive recruitment firm.

Mayor DuBois stated that there are several "moving parts" in the process of this agenda item. He stated that first there is the interim position, which includes a process of its own. He was delighted that Ms. Turner has offered to fill the role as interim should the Commission approve. He stated that then the next step would be to put into motion the process for selecting the next town manager using an in-house process or outside process.

Vice-Mayor Glas-Castro wanted clarification with the term "put into motion a process" and asked if that meant that the advertisement of the town manager position had not been done yet. Town Manager Sugerman stated, "that is correct". Vice-Mayor Glas-Castro stated that the Commission had lost two weeks noting that nothing being done. Mayor DuBois stated that staff can not move forward until the Commission establishes a process for the selection of the next town manager. He explained that at the last Commission meeting the Commission asked the Town Manager to find out if a staff member would be willing to fill in as interim. Tonight the Commission would be determining the process for the selection of the next town manager and providing direction to staff to move forward. Mayor DuBois stated that the process could be done in-house and if necessary FCCMA could offer assistance. Vice-Mayor Glas-Castro asked how could FCCMA help in the recruitment. Town Manager Sugerman explained that the Town would be responsible for the advertisement of the position and FCCMA would assign one of their Senior Advisors to be the liaison between candidates, the Human Resources Department, and ultimately the Town Commission.

Commissioner Rapoza asked if the Senior Advisors are volunteers. Town Manager Sugerman stated that the Senior Advisors are all retired Florida managers. He clarified that the Senior Advisors efforts are voluntary, but any expenses associated are not and would have to be covered by the Town.

Vice-Mayor Glas-Castro asked the Mayor if his suggestion was to use staff and the FCCMA. Mayor DuBois stated that if staff needs some type of assistance, then the FCCMA could offer such assistance. Town Manager Sugerman stated that if the Commission wishes to utilize FCCMA then formal action would be necessary by the Town Commission to invite them in. He stated that FCCMA would then do an outline of the process specific to Lake Park. Mayor DuBois stated that he believes staff and the Town Manager could take on this task.

Commissioner Rapoza asked where would the Town find the money for such expenses. Town Manager Sugerman explained that this is not a budgeted line item, but there are funds available in the Contingency Fund. Commissioner Rapoza asked if the Town would be soliciting town manager applications and do we have an ongoing process during all of this. Town Manager Sugerman explained that it is the Town that would be soliciting applications, the Senior Advisors offer a supervisory role and feedback based upon what they know and who they know. Commissioner Rapoza asked if the Senior Advisors do the search. Town Manager Sugerman explained that the Senior Advisors do not do the search, the Town does the search. Mayor DuBois stated that it is suggested, by the Senior Advisors, that a profile be established. He asked if the Commission would be approving the profile packet that would be created. Town Manager Sugerman stated that it would be up to the Commission to decide how involved in the process they wish to be. Every municipality is different and therefore it would be up to the Commission to decide.

Vice-Mayor Glas-Castro stated that the Town needs someone that is familiar with Florida laws and stated that it would be a waste of time to advertise nationally. Mayor DuBois stated that he is supportive of getting someone local that would be familiar with local delegates. Commissioner Rapoza stated that the issue of having a town manager live in Town has also been raised in the past. Mayor DuBois stated that the details of the contract could be discussed at a later time. Town Manager Sugerman explained that in the Town Code it states that the town manager must be a resident of the Town, but the Town Commission has the ability to waive that provision in a contract with a town manager.

Mayor DuBois suggested that Ms. Turner's offer of Interim Town Manager be accepted and establishing the process of selecting the next town manager by utilizing staff with the assistance of the Senior Advisors. He stated that this process would include the development of the profile packet, which would be brought back to the Commission for final approval. Vice-Mayor Glas-Castro stated that they had discussed process, did the Commission want to speak about an interim. Mayor DuBois agreed. Vice-Mayor Glas-Castro stated that for all the reasons the Town Manager outlined in his memo and the assistance they would need from Ms. Turner for the recruitment process, with no disrespect intended, it is not her recommendation to go with Ms. Turner as interim. Mayor DuBois agreed and asked what would be the alternative, go back to staff or go with the Senior Advisors. Town Manager Sugerman explained that the Commission needs to separate the Senior Advisors group from available managers who could serve in

an interim capacity. He stated that there are unemployed managers who are not Senior Advisors. He clarified that Senior Advisors would not serve as interims. Mayor DuBois clarified that it could be a conflict to have the Human Resources Director serve as interim and also be involved in the process of selecting the next town manager. Town Manager Sugerman explained that the Senior Advisors could assist the Commission identify an interim manager. Mayor DuBois stated that the process of identifying an interim town manager is the same as selecting the next town manager.

Mayor DuBois asked the Commission if their direction was to contact FCCMA Senior Advisors to find available town managers to act as interim and to provide a percentage of time to assist staff. Town Manager Sugerman suggested that a percentage of time not be identified and instead allow the Senior Advisors to provide a list of services that the Commission could agree upon. Mayor DuBois stated that FCCMA would only be offering support to staff through this process.

Town Manager Sugerman offered to stay onboard until February 27, 2015 if the Commission agreed. With only two of the four Commissioners agreeing to have Town Manager Sugerman remain as town manager for an additional 30 days, Town Manager Sugerman will retire on January 23, 2015.

Mayor DuBois stated that hopefully they could complete the process of selecting an interim town manager before January 23<sup>rd</sup>. He asked if a formal motion was necessary. Town Manager Sugerman stated that FCCMA needs a formal action of the Town Commission to invite the Senior Advisors to be involved in this process. Mayor DuBois recapped that the Commission was moving forward with the interim process, and they were moving forward with the town manager process. He clarified that staff were still welcomed to offer to be interim.

Vice-Mayor Glas-Castro asked if enough direction had been provided to advertise the position. Town Manager Sugerman asked what would be advertised because the Commission had not completed the profile packet, which would include the advertisement. Mayor DuBois explained that a packet would go out with the applications, which has been included in this agenda item. He stated that the Commission could direct staff to create the packet themselves and do not bring it back for their review. Vice-Mayor Glas-Castro stated that they need to discuss it and not wait two weeks to discuss what qualities they want in a manager. Town Manager Sugerman clarified that the advertisement needs to reflect the profile and if the Commission has not created a profile it is difficult to advertise. Commissioner Flaherty asked if the backup material in the agenda packet was from the previous recruitment. Town Manager Sugerman stated that it was from the current group of Senior Advisors and the previous recruitment process.

**Motion: Vice-Mayor Glas-Castro moved to engage FCCMA to help identify an interim manager and FCCMA Senior Advisors to assist the staff driven recruitment of a Town Manager; Commissioner Rapoza seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		

Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

Mayor DuBois recapped that the Commission needs to decide on the process of selecting the next town manager administratively or legislatively or somewhere in between. He suggested that as soon as the profile packet is complete that it be placed on the next possible agenda. Vice-Mayor Glas-Castro stated that she did not understand why the packet was not already completed, since it has been a month that this was coming. Mayor DuBois stated that the Commission had not decided on who would be conducting the process, which is why it is being discussed now. He stated that at the last Commission meeting it was the first opportunity the Commission had to provide direction to staff on the interim or the process. Vice-Mayor Glas-Castro stated that she assumed that staff knew what they needed to do and they should have begun putting things together knowing that the Commission was going to begin a recruitment process. Mayor DuBois stated that staff has provided a good packet of information on the process taken in the past and that this process is not a staff driven decision. He stated that selecting the next town manager is the most important decision that the Commission makes. He stated that this meeting is the first time the Commission has had the opportunity to make any formal decisions on this process.

Vice-Mayor Glas-Castro asked what would be changed from the proposed packet. Mayor DuBois stated that he would prefer to review and approve the packet before agreeing to what was published, rather than coming back and saying he does not like any of the applications received. Vice-Mayor Glas-Castro asked what else could be included in the packet and stated that another two weeks would be wasted as the Commission waiting for a packet to be provided before the position could be advertised. Mayor DuBois stated that it is important to him to see the packet, but if the Commission wants to move forward without reviewing the packet then they could vote on that. Vice-Mayor Glas-Castro asked the Mayor to share his concerns so that she could understand. Mayor DuBois stated that his main concern is if they receive application that are not adequate for the position based upon the advertisement that was created and wants to approve the profile packet before it is published. He stated that he does not want to blame the administrative staff if there is a problem with the process. Commissioner Rapoza stated that she did not want to be rushed to approve a packet that she not had an opportunity to research. She stated that she would prefer to have staff outline what would be necessary for Lake Park.

Vice-Mayor Glas-Castro asked Human Resources Director Bambi Turner what would be provided to the Commission at the next meeting. Human Resources Director Turner stated that she would be providing an advertisement if that was the direction of the Commission. Mayor DuBois asked if a list of where the position would be advertised would be included. Human Resources Director Turner stated "yes". Mayor DuBois asked what would be included in the application package. Human Resources Director Turner stated that a cover letter, resume, and the release of information and contact form to the HR Department. She stated that once those are submitted then the Commission would review them and based upon which ones the Commission chooses, those applicants

would be contacted and an employment form would be requested from them. Commissioner Flaherty stated that he was fine with the proposed advertisement. Mayor DuBois asked how long it would take to create an application. Human Resources Director Turner explained that the employment application already exists. Mayor DuBois asked what other profile, besides what was provided would be needed? Human Resources Director Turner stated that the last Commission was asked to provide a list of attributes they would like to see in a town manager candidate. Commissioner Rapoza asked what could be accomplished in the next two weeks. Vice-Mayor Glas-Castro stated that based upon hearing that the Commission wants someone with Florida experience, where would the HR Director recommend the advertisement be placed. Human Resources Director Turner stated that this is a top executive position and for that caliber of position, she recommends advertising nationally. Vice-Mayor Glas-Castro asked if Florida experience should be added to the advertisement language. The Commission agreed. Human Resources Director Turner read the language (see exhibit "D") as "experience in Florida municipal government preferred". Vice-Mayor Glas-Castro asked Town Manager Sugerman if most of the managers in the area have master's degrees. Town Manager Sugerman stated most do have master's degrees. Vice-Mayor Glas-Castro asked if the "master's degree preferred" could be added to the advertisement language. The Commission agreed.

Human Resources Director Turner asked what advertisement deadline would the Commission wish to establish. The Commission decided on 30 days.

**Motion: Vice-Mayor Glas-Castro moved to direct Town staff to begin the advertisement of the position of a Town Manager; Commissioner Rapoza seconded the motion.**

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner O'Rourke			Absent
Commissioner Rapoza	X		
Vice-Mayor Glas-Castro	X		
Mayor DuBois	X		

Motion passed 4-0.

Mayor DuBois asked that progress reports be placed on each Commission agenda moving forward. Town Manager Sugerman stated that staff would write the advertisement and send it to the various publications with a four (4) week deadline for submitting letters of interest. He stated that the next thing the Commission would receive is a response from FCCMA to provide interim town manager services. Vice-Mayor Glas-Castro asked if the Human Resources Director could provide a tentative schedule on the next agenda. Mayor DuBois suggested using the schedule that was used the last time to use as a projection for the next time. Vice-Mayor Glas-Castro asked that the qualities of the next town manger could be discussed at the next Commission meeting. Mayor DuBois stated that during the last town manager recruitment FCCMA provided a form that provided guidance. He asked what would be done with that information afterwards. Vice-Mayor Glas-Castro stated that it would assist the Commission and whoever is doing the screening process



and the interview questions. Town Manager Sugerman stated that a letter to FCCMA would be prepared and if they respond before the Commission packet would be distributed then that response would be included.

**TOWN ATTORNEY, TOWN MANAGER, COMMISSIONER COMMENTS:**

**Town Attorney Baird** wished everyone happy holidays.

**Town Manager Sugerman** stated that he and the Vice-Mayor earlier in the day had attended the Palm Beach County League of Cities Legislative Delegation annual face-to-face meeting with the Legislative Delegation. He distributed the 2015 Legislative Priorities & Issues brochure (see exhibit "E").

**Commissioner O'Rourke** was absent.

**Commissioner Rapoza** wished everyone happy holidays.

**Commissioner Flaherty** asked if the union negotiations were completed and had the Public Works employees received their raises. Town Manager Sugerman explained that union negotiations had not been completed and that they are not entitled to raises, they have to negotiate them. Vice-Mayor Glas-Castro asked what was the timing of the negotiations. Town Manager Sugerman stated that the union representative did not set the next negotiation date because the union representative was going to be out of Town during the holidays. Vice-Mayor Glas-Castro asked if the negotiations were close to completion. Town Manager Sugerman stated that management had provided the union with a complete and comprehensive package and it is now in their hands. Commissioner Flaherty stated that he was disappointed that the Public Works employees have only received a gift card for the holiday season. Town Manager Sugerman stated that unfortunately the union has not set the next negotiation session. Commissioner Flaherty wished everyone happy holidays.


**Vice-Mayor Glas-Castro** stated that during the Legislative Delegation meeting she had an opportunity to speak with Representative Hager's assistant regarding sober homes, who will be the sponsor for the legislation on the House side. She stated that the assistant explained that on the Senate side it would not be Senator Clemens that takes the lead, that someone out of Palm Beach County would be the Senate sponsor. Town Manager Sugerman stated that he had heard that it would be Senator Sacks. She thanked staff for a wonderful tree lighting event. She wished everyone happy holidays.

**Mayor DuBois** stated that the Treasurer Coast Regional Council had a presentation by Mr. Billy Hattaway, who is the Florida Department of Transportation (FDOT) District 1 Secretary and is in charge of pedestrian safety called "Safe Streets". He spoke to Mr. Hattaway about Park Avenue and US Highway 1. Mr. Hattaway explained that FDOT District 4 would be the most progressive in public safety. He stated that he spoke with Community Development Director Nadia DiTommaso who was aware of a resurfacing program, but not sure of the timing. He stated that designing and planning for a median on US Highway 1 could be done and presented and possibly incorporated into the resurfacing program. He stated that South Florida Water Management received 220 grant

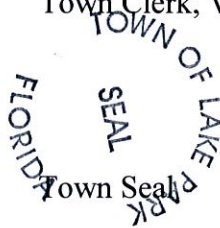
applications and the Town's Lake Shore Drive drainage project was one of those applications received. He stated that the legislative priorities list was released. He stated that he attended the Community Watch meeting where the Palm Beach County Sheriff's Office (PBSO) discussed crime statics and the Citizen on Patrol (COP). He asked that PBSO give a verbal presentation at the Commission meetings on a quarterly basis with updates on the COP program. He thanked staff for the tree lighting event. He wished everyone happy holidays.

### ADJOURNMENT

There being no further business to come before the Commission and after a motion to adjourn by Commissioner Flaherty and seconded by Commissioner Rapoza, and by unanimous vote, the meeting adjourned at 8:40 p.m.

  
\_\_\_\_\_  
Mayor James DuBois

  
\_\_\_\_\_  
Town Clerk, Vivian Mendez, CMC



Approved on this 7 of January, 2015



# AGENDA

Lake Park Town Commission  
Town of Lake Park, Florida  
Regular Commission Meeting  
Wednesday, December 17, 2014, 6:30 p.m.  
Lake Park Town Hall  
535 Park Avenue

James DuBois	—	Mayor
Kimberly Glas-Castro	—	Vice-Mayor
Erin T. Flaherty	—	Commissioner
Michael O'Rourke	—	Commissioner
Kathleen Rapoza	—	Commissioner
.....		
Dale S. Sugerman, Ph.D.	—	Town Manager
Thomas J. Baird, Esq.	—	Town Attorney
Vivian Mendez, CMC	—	Town Clerk

PLEASE TAKE NOTICE AND BE ADVISED, that if any interested person desires to appeal any decision of the Town Commission, with respect to any matter considered at this meeting, such interested person will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. *Persons with disabilities requiring accommodations in order to participate in the meeting should contact the Town Clerk's office by calling 881-3311 at least 48 hours in advance to request accommodations.*

A. CALL TO ORDER/ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. SPECIAL PRESENTATIONS/REPORTS

1. Presenting a Certificate of Appreciation for Dr. Jerry Krape Recognizing the Effort he goes to in Decorating his Business Located at Federal Highway and Park Avenue During the Christmas Season. Tab 1

D. PUBLIC COMMENT:

This time is provided for addressing items that do not appear on the Agenda. Please complete a comment card and provide it to the Town Clerk so speakers may be announced. Please remember comments are limited to a TOTAL of three minutes.

E. CONSENT AGENDA: All matters listed under this item are considered routine and action will be taken by one motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which event the item will be removed from the general order of business and considered in its normal sequence on the Agenda. Any person wishing to speak on an Agenda item is asked

to complete a public comment card located on either side of the Chambers and given to the Town Clerk. Cards must be submitted before the item is discussed.

**2. Regular Commission Meeting Minutes of December 3, 2014**

**Tab 2**

**F. PUBLIC HEARING(S) - ORDINANCE ON FIRST READING:**

**3. Ordinance No. 16-2014 Creating Code Provisions for Flexible Land Development Regulations**

**Tab 3**

**AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78 OF THE TOWN CODE TO CREATE A NEW ARTICLE XI ENTITLED "FLEXIBLE LAND DEVELOPMENT REGULATIONS"; PROVIDING FOR A PURPOSE AND INTENT; PROVIDING THE COMMUNITY DEVELOPMENT DIRECTOR WITH THE ADMINISTRATIVE AUTHORITY TO WAIVE CERTAIN ZONING REGULATIONS TO FACILITATE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE TOWN; PROVIDING FOR CODIFICATION; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**4. Ordinance No. 17-2014 Modification to the Architectural Design Guidelines in the Town Code for Nonresidential Buildings**

**Tab 4**

**AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE XI, ENTITLED "ARCHITECTURAL DESIGN GUIDELINES FOR NONRESIDENTIAL BUILDINGS" AND RENUMBERING ARTICLE XI AS XII; PROVIDING FOR THE AMENDMENT OF SECTION 78-330 ENTITLED "GENERAL PROVISIONS"; AMENDING SECTION 78-333 ENTITLED "BUILDING FAÇADE AND ELEVATION"; AMENDING 78-337 ENTITLED "PREFERRED ROOF MATERIALS AND STYLES"; PROVIDING FOR CODIFICATION; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**G. PUBLIC HEARING(S) – ORDINANCE ON SECOND READING:**

**None**

**H. NEW BUSINESS:**

**5. Authorizing the Mayor to Sign a Letter Agreement Dated November 24, 2014 to Extend the Lease of a Town Owned Cell Tower to Crown Castle**

**Tab 5**

**6. Establishing a Process for Selecting the Next Town Manager**

**Tab 6**

**I. TOWN ATTORNEY, TOWN MANAGER, COMMISSIONER COMMENTS:**

**J. ADJOURNMENT**

**Next Scheduled Regular Commission Meeting will be held on Wednesday, January 7, 2015**



Exhibit "A"

## Town of Lake Park Town Commission

### Agenda Request Form

Meeting Date: December 17, 2014

Agenda Item No. 3

**Agenda Title:** CREATING CODE PROVISIONS FOR FLEXIBLE LAND DEVELOPMENT REGULATIONS.

- |                                     |   |                          |                |
|-------------------------------------|---|--------------------------|----------------|
| <input type="checkbox"/>            | SPECIAL PRESENTATION/REPORTS                              | <input type="checkbox"/> | CONSENT AGENDA |
| <input type="checkbox"/>            | BOARD APPOINTMENT   | <input type="checkbox"/> | OLD BUSINESS   |
| <input checked="" type="checkbox"/> | <b>PUBLIC HEARING ORDINANCE ON 1<sup>st</sup> READING</b> |                          |                |
| <input type="checkbox"/>            | NEW BUSINESS  |                          |                |
| <input type="checkbox"/>            | OTHER   |                          |                |

Approved by Town Manager

Date:

12/4/14

**Nadia Di Tommaso / Community Development Director**

Name/Title

<b>Originating Department:</b>  Community Development	Costs: \$ 0 Funding Source: Acct. [ ] Finance _____	<b>Attachments:</b> → Ordinance <u>16</u> -2014 (Flexible Land Development Regulations)
<b>Advertised:</b> Date: <i>N/A for 1<sup>st</sup> Reading</i> Paper: [ ] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone or Not applicable in this case <i>ND</i>  <b>Please initial one.</b>

### Summary Explanation/Background:

Over the past few months, staff has been reviewing several projects for new developments and redevelopments within the Town. Staff has also had the privilege of attending several economic development meetings with its North County partners. In light of the economic upturn, an analysis of the Town Code and its flexibility (or lack thereof) was performed. While the Town's Land Development Code was developed over the last 40 plus years and of course, has also been modified throughout this lengthy timeframe, the Town is now over 90% built-out. While staff is concurrently in discussion on a project that would update/modernize the permitted uses allowed within the various zoning districts in order to eliminate inconsistencies and antiquated language in the Code, **it is important that the Code provide some flexible land development regulations for those seeking to develop or redevelop on lots that exemplify unique conditions.** While variance or waiver applications will continue to be available to applicants, in an effort to more

appropriately account for the Town's current conditions; provide business-friendly initiatives; and promote economic development through a systematic, fair, simple and more practical development standard(s) alternative, staff is proposing a new Code Section entitled: "Flexible Land Development Regulations " AND modifications to the existing "Architectural Design Guidelines" as it relates to parcels located along industrial corridors.

## **THESE ACTIONS ARE BEING PRESENTED AS TWO SEPARATE ORDINANCES.**

An initial discussion, in the form of a workshop item, related to the Flexible Design Standards occurred at the September 8 Planning & Zoning Board meeting. At this meeting, the overall concepts were presented for discussion and staff received some excellent feedback from the Board members. This feedback included possibly incorporating minimum requirements as well as exploring a standardized percentage waiver approach which staff incorporated in the proposed language. The Town Attorney was also very helpful in providing some useful examples from the Town of Jupiter. While other municipalities were researched as well, every municipality seems to use slightly different approaches due to the unique layouts and configurations found throughout Palm Beach County. A second Planning & Zoning Board meeting on this topic was held on December 17, 2014. At this official public hearing, the Planning & Zoning Board members discussed the proposed code sections and provided language modifications aimed to make certain proposed sections more clear, all of which have been incorporated in the proposed Ordinances. A recommendation of approval was unanimously approved by the Board.

Staff believes this "flexible" land development regulation approach (which can also be referred to as indirect incentivizing), should be granted to our entire non-residential development and redevelopment area and that this can be accomplished comprehensively given our rather smaller 2.5 square mile Town size and relatively similar parcels that are both smaller in size and for those that are built-out, in a non-conforming status as it relates to building setbacks; landscape buffer widths and planting; and off-street parking.

Staff is specifically proposing an administrative approval process which would provide relief from certain land development regulations for parcels that are up for development or redevelopment in non-residential areas.

The first area of focus is BUILDING SETBACKS. Various commercial/industrial zoning districts have building setbacks which range on average at about 25 feet from the front property line; 15 feet on the side; and 7 feet at the rear. The ordinance proposes a maximum 20% reduction for lot sizes less than 1.0 acre or for parcels with topographic limitations (to facilitate the design and development or redevelopment of these parcels).

Secondly, a maximum 20% reduction, for parcels 1.0 acre in size or less, of off-street parking spaces if a parking needs analysis is submitted; OR an adaptive re-use along with a parking needs analysis being submitted (for example, an older warehouse is converted to a lofty office space); OR an addition to an existing site is proposed whereby the proposed addition meets the parking requirements, but the existing structure's operation retains the existing parking spaces even if they are less than the current code requirement. As it relates to off-street parking, the proposal also requires a minimum of 5 parking spaces on site at all times.



Thirdly, landscape buffer widths and the actual plantings within these landscape buffers would also be modified. The intent is to be able to administratively waive, for lot sizes 1.0 acre or less, up to 20% of the landscape buffer width, along with the number of plantings, if they interfere with certain public agency, or public or private utility requirements. However, a minimum 6 foot buffer width will always be required per the proposed language to ensure an adequate width for planting. For example, the current front property line landscape buffer width requirement is 15 feet. If the maximum is applied, it would reduce the width to 12 feet through this administrative process. Alternately, the interior lot landscape buffer width requirement is 8 feet, which would reduce it to just over 6 feet if the maximum 20% reduction is applied through this administrative process. It is important to note that if This process is used, a variance cannot be applied for under the same code section. If an applicant is able to meet the variance criteria and prefers to go the variance route, which will require the public hearing process, this will always remain an option. Additional conditions of approval and/or mitigation will be applied at staff's discretion if the administrative waiver process is selected.

In conclusion, the key takeaways for the Flexible Development Standards proposal are... MAXIMUM 20% reduction; MINIMUM 1.0 acre parcel size; with minimum standards for off-street parking and landscape buffers.

The proposed Ordinance is enclosed.

**Recommended Motion:** I move to APPROVE Ordinance /6-2014 on first reading.

**ORDINANCE NO. 16 - 2014**

**AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78 OF THE TOWN CODE TO CREATE A NEW ARTICLE XI ENTITLED "FLEXIBLE LAND DEVELOPMENT REGULATIONS"; PROVIDING FOR A PURPOSE AND INTENT; PROVIDING THE COMMUNITY DEVELOPMENT DIRECTOR WITH THE ADMINISTRATIVE AUTHORITY TO WAIVE CERTAIN ZONING REGULATIONS TO FACILITATE ECONOMIC DEVELOPMENT AND REDEVELOPMENT IN THE TOWN; PROVIDING FOR CODIFICATION; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Town of Lake Park, Florida is a duly constituted municipality having such power and authority conferred upon it by the Florida Constitution and Chapters 163, Florida Statutes; and

**WHEREAS**, the Town Commission has adopted certain land development regulations which have been codified in Chapter 78 of the Town Code, entitled "Zoning"; and

**WHEREAS**, the Town Commission finds that the public's health, safety and general welfare would be furthered by the creation of flexible land development regulations and that the adoption of these regulations will facilitate the development and redevelopment of certain non-residential areas promoting economic development within the Town; and

**WHEREAS**, the Town Commission finds that it is appropriate and necessary to authorize the Community Development Director to apply these flexible land development regulations to parcels of land that are less than 1.0 acres in size; and

**WHEREAS**, the Town Commission finds that under some circumstances it is appropriate to allow the Community Development Director to grant limited waivers of certain Town Code standards to create a more practical use of a property, to promote consistency in the development or redevelopment of properties; and

**WHEREAS**, the Town Commission finds that granting the Community Development Director the administrative authority with the discretion to apply these flexible land development regulations to parcels of less than 1.0 acre in non-residential zoning districts would facilitate good planning practices and promote the development and redevelopment of the Town.

**NOW, THEREFORE**, be it ordained by the Town Commission of the Town of Lake Park, Florida that:



**Section 1.** The whereas clauses are incorporated herein as the legislative findings of the Town Commission.

**Section 2.** Chapter 78 of the Town Code entitled "Zoning" is hereby amended to create a new Article XI entitled "Flexible Land Development Regulations" as follows:

**Article XI. FLEXIBLE LAND DEVELOPMENT REGULATIONS**

**Sec. 78-320. Purpose and intent.**

The purpose of this Article is to facilitate and promote re-development and new development of properties which are less than 1.0 acres in the Town's non-residential zoning districts. It is the intent of this Article to provide for waivers of certain land development regulations where, in doing so, the existing patterns of development or redevelopment would be promoted in furtherance of the public's health, safety and general welfare. It is not the intent of this Article to provide a process whereby property owners may substantially increase the buildable portion of a particular property.

**Sec. 78-321. Scope of the standards.**

(a) The Community Development Director is hereby authorized to provide for relief from the land development regulations of this Chapter for properties provided the proposed development or redevelopment pertains to a parcel of land which is less than 1.0 acres and is located in a non-residential zoning district. The Community Development Director may grant waivers of the land development regulations pertaining to building setbacks, the number of required parking spaces, and landscape buffers where there has been a determination that:

- (1) The parcel of land cannot be developed or redeveloped and meet these standards as set forth in this Chapter; and
- (2) The proposed development or redevelopment of the parcel is consistent with the purpose and intent of this Article; and
- (3) The proposed development or redevelopment of the parcel would promote its reuse to a use which improves the quality of development within the parcel's general vicinity; and
- (4) The proposed development of the parcel would foster the development of a vacant parcel or redevelopment of a parcel; and
- (5) The proposed development or redevelopment would facilitate or promote additional private investment, development or redevelopment in the general vicinity of the parcel.

**Sec. 78-322. Reviewing Authority**

- (a) The Community Development Director is hereby authorized to review and administratively approve applications for the development or redevelopment of properties located in non-residential zoning districts which are less than 1.0 acres.
- (b) The Community Development Director may impose such conditions on the proposed development or redevelopment of a parcel of land which is deemed appropriate and necessary to ensure consistency with the intent of this Chapter, and consistency with the Comprehensive Plan.
- (c) The decision of the Community Development Director shall be in writing and shall be incorporated into the Development Order which is approved for the property which is the subject of an application.

**Sec. 78-323. Applications**

- (a) Applications for administrative waivers to the land development regulations of this Chapter shall be submitted, together with the applicable administrative fee, which is equivalent to the variance fee on the fee schedule approved by Resolution, to the Department of Community Development, and shall be accompanied by a site plan, survey, or other sealed plan which is sufficient to identify the development or redevelopment of the parcel of land which is the subject of the waiver request.
- (b) The application shall identify those land development regulations from which the applicant seeks a full or partial waiver; explain the reason for each waiver requested; and the extent to which the requested waiver, if granted, would depart from the land development regulations established by this Chapter.
- (c) The Community Development Director may require applicants to provide additional information to explain or justify a requested waiver.
- (d) As a condition of the approval, the Community Development Director may require an applicant to exceed certain land development regulations or meet other standards as mitigation for the waiver or partial waiver of the standards of this Chapter.

**Sec. 78-324. Limitations on flexible land development regulations.**

- (a) Each waiver shall not exceed 20% of the individual land development regulation.
- (b) The waiver of any one of the individual land development regulations listed in Section 78-325 shall not exceed 20% of the code requirement.

- (c) These flexible land development regulations are only be permitted in nonresidential zoning districts.
- (d) Waiver of the land development regulations of this Chapter that create a substantial inconsistency with the existing pattern of development of the surrounding area are not permitted.

**Sec. 78-325. Land Development Regulations eligible for waivers.**

(a) Building Setbacks. Up to 20% of the land development regulations for the front, side yard, side and rear setbacks may be waived, upon the Community Development Director's determination that one or more of the following conditions exists.

(1) There are site or structural conditions, such as, but not limited to: the lot size is less than 1. 0 acre; or the lot has topographic limitations that require placement of a structure into the required setback area;

(b) Off-street parking. Up to 20% of the required number of parking spaces required by Article V of this Chapter, may be waived upon the Community Development Director's determination that one or more of the following conditions exists or is provided:

(1) A parking needs analysis for the proposed use demonstrates that less parking spaces than are required by Article V will meet the parking demand for the existing or proposed use. The parking needs analysis shall be prepared by a Florida registered engineer or architect, certified planner, or other professional who has the demonstrated qualifications to do such analysis.

(2) The proposed use is an adaptive re-use within an existing structure and there is insufficient space on site to accommodate all of the required parking provided that a parking needs analysis pursuant to (1) above is submitted.

(3) An addition to an existing structure is proposed and new parking will be provided on site to accommodate the additional square footage without reducing the amount of parking serving the existing structure or site prior to the proposed addition.

Provided, however, all properties shall comply with ADA requirements, respective loading requirements for certain uses, and no property shall have less than five parking spaces.

(c) Landscape Buffer Widths. Up to 20% of the required landscape buffers may be waived upon the Community Development Director's determination that one or more of the following conditions exists:

(1) Site is less than 1. 0 acre;

- (2) Is adjacent to more than one right-of-way thereby allowing all rights-of-way other than the front street to be eligible for a reduction; and

Provided, however, that the waiver would not result in a buffer width of less than six feet.

(d) Landscape Buffers: Those areas of the Town which specifies a particular species of vegetation, hedges, or trees, their quantity, quality, or height requirements which conflict with the requirements of another public agency, or public or private utility, may be waived pursuant to Section 78-326 and the Town may require mitigation in accordance with Section 78-326. A letter from the agency or utility on letterhead which explains the agency or utility's conflicting standard and that no alternative design is possible is required to be submitted to the Community Development Director, and retained by the Department in the property file which is the subject of the waiver.

**Sec. 78-326. Conditions/Mitigation.**

The Community Development Director may:

- (a) Impose conditions or limitations upon the waivers granted pursuant to this Article in order to implement the spirit and intent of the provisions of this Chapter;  
(b) Require mitigation on or off site in exchange for the granting of waivers pursuant to this Article.

**Sec. 78-327. Variances.**

If the Community Development Director approves a waiver of one or more of the and development regulations in Section 78-325, the parcel of land which has been granted the waiver shall not be eligible for additional waivers, or to petition the Town for variance relief from one or more of the land development regulations which have been waived. This Section shall not prevent a property owner from applying for variances to standards which are not eligible for waivers pursuant to this Article.

**Section 3. Severability.** If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of

competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions thereof.

**Section 4.**     **Repeal of Laws in Conflict.** All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

**Section 5.**     **Codification.** The sections of the Ordinance may be made a part of the Town Code of Laws and Ordinances and may be renumbered or relettered to accomplish such, and the word “ordinance” may be changed to “section,” “article,” or any other appropriate word.

**Section 6.**     **Effective Date.** This Ordinance shall take effect immediately upon adoption.



## Corridors and Vacant Parcels





## **ORDINANCE 17 - 2014**

**AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE XI, ENTITLED "ARCHITECTURAL DESIGN GUIDELINES FOR NONRESIDENTIAL BUILDINGS" AND RENUMBERING ARTICLE XI AS XII; PROVIDING FOR THE AMENDMENT OF SECTION 78-330 ENTITLED "GENERAL PROVISIONS"; AMENDING SECTION 78-333 ENTITLED "BUILDING FAÇADE AND ELEVATION"; AMENDING 78-337 ENTITLED "PREFERRED ROOF MATERIALS AND STYLES"; PROVIDING FOR CODIFICATION; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Town of Lake Park, Florida is a duly constituted municipality having such power and authority conferred upon it by the Florida Constitution and Chapters 163, Florida Statutes; and

**WHEREAS**, the Town Commission has adopted land development regulations and codified same in Chapter 78 of the Town Code which require non-residential buildings to meet certain architectural design guidelines; and

**WHEREAS**, the Town Commission has determined that the public's health, safety and general welfare would be furthered by the amendment of the architectural guidelines as applied to buildings in certain areas of the Town; and

**WHEREAS**, the Town's Planning and Zoning Board considered the amendments herein and has made its recommendations regarding same to the Town Commission approving them.

**NOW, THEREFORE**, be it ordained by the Town Commission of the Town of Lake Park, Florida that:

**Section 1.** The whereas clauses are incorporated herein as true and correct and as legislative findings of the Town Commission.

**Section 2.** Chapter 78 of the Town Code of Ordinances is hereby amended as follows:

**ARTICLE ~~XI~~ XII. ARCHITECTURAL DESIGN GUIDELINES FOR NONRESIDENTIAL BUILDINGS**

**Sec. 78-330. - General provisions.**

(1) *Intent.* The provisions of this article are intended to establish orderly and consistent architectural standards and guidelines for new construction and the redevelopment of nonresidential buildings and structures within the Town.

(2) *Applicability.*

- (a) *All ~~New~~ nonresidential buildings or structures ~~must~~ shall comply with all of the provisions of this article.*
- (b) *All renovations, additions, or redevelopment to existing structures for which a building permit is required, and where the total cost of the construction is greater than 50 percent of the assessed value of the property as reflected by the most recent tax roll of Palm Beach County Property Appraiser, or an increase of greater than 20 percent of the square footage of the existing structure must comply with all of the provisions of this article.*
- (c) *All renovations, additions, or redevelopment of existing structures for which a building permit is required, and where the total cost of the construction is less than 50 percent of the assessed value of the property as reflected by the most recent tax roll of Palm Beach County Property Appraiser, or an increase of less than 20 percent of the square footage of the existing structure shall comply with the provisions of this article to the greatest extent possible.*
- (d) *Minor repairs, maintenance, or similar improvements that do not require a building permit, are exempt from the provisions of this article.*
- (e) *All existing nonresidential buildings that are being repainted shall be subject to the Building Color and Finish provisions of this article.*

(...)

**Sec. 78-333. - Building facade and elevation.**

(1) *Building features and ornamentation.* The following building features and ornamentation are encouraged:

- (a) *Cornices and parapets, moldings, pilasters, window surrounds, asymmetrical facades, multilevel roofs, and similar elements;*
- (b) *Tile, plaster, poured concrete, or brick materials, consistent with design and style;*
- (c) *Functional and ornamental balconies and balustrades located on the walls or facades facing public rights-of-way, excluding alleys;*
- (d) *Arcades designed with arches; and*
- (e) *Exterior detail elements such as banding and other applied stucco detailing.*



(2) *Preferred exterior materials.* Preferred building exterior siding materials shall include stucco and brick, however cast stone, split blocks, ceramic tiles, high quality coated metal panel systems, and stone are acceptable. Materials including wood, metal siding, fluted block and glass window systems are prohibited discouraged, except where proposed for buildings along the industrial zoning districts abutting 10<sup>th</sup> Court, 12<sup>th</sup> Street, 13<sup>th</sup> Street, 14<sup>th</sup> Street, 15<sup>th</sup> Street, Brant Road, Miller Way, Gateway Road, Newman Road, Joule Road, Kinetic Road, South Killian Drive, and North Killian Drive. Buildings on parcels fronting Old Dixie Highway, Watertower Road and Silver Beach Road may use wood, metal siding, fluted block, and glass window systems provided they are combined with the preferred exterior materials listed herein on at least 25% of the façade, provided that the wood is stained or painted; metal siding is vinyl-coated or otherwise coated; and fluted block is split and scored or ribbed.

(3) *Recesses/projections.*

(a) All nonresidential buildings with fFacades greater than 50 feet in length shall incorporate recesses and projections a minimum of 12 inches in depth along a minimum of 20 percent of the total length of the facade. The recesses or projections shall be distributed along the facade with a maximum spacing of 100 feet between each recess or projection.

(b) All nonresidential buildings abutting 10<sup>th</sup> Court, 12<sup>th</sup> Street, 13<sup>th</sup> Street, 14<sup>th</sup> Street, 15<sup>th</sup> Street, Brant Road, Miller Way, Gateway Road, Newman Road, Joule Road, South Killian Drive, and North Killian Drive are exempt from (a) above for rear and side facades, provided the length of the façade does not exceed 100 feet and does not front a right-of-way.

(c) Buildings fronting Old Dixie Highway, Watertower Road and Silver Beach Road shall provide additional façade and entrance treatments and have recesses and projections pursuant to (a) above along their side and rear facades greater than 100 feet.

(4) *Visible facades.* All building facades that are or will be visible from a public right-of-way and/or adjacent and abutting properties shall be designed with regard to their surroundings, but should not be designed to create look-alike buildings. Harmony must be achieved through the proper use of scale, proportions, form, materials, texture, and color.

(5) *Trademark forms and colors.* Businesses and commercial enterprises which propose the use of trademarks, symbolic forms and/or architecture and/or colors schemes in the construction or redevelopment of a property are prohibited if in the sole discretion of the Town Commission, the proposed features will create a negative visual impact on the surrounding area.

(6) *Blank walls.* Blank walls shall not exceed ten feet in height or 20 feet in length. Control and expansion joints shall constitute a blank wall, unless used in a decorative pattern with varied materials or textures and spaced a maximum of ten feet on center. Relief and reveal depth shall be a minimum of three-quarter inch. Building wall offsets, including projections, recesses and changes in floor level, shall be used to add architectural interest and variety. Walls (except front walls) within industrial zoning districts and abutting 10<sup>th</sup> Court, 12<sup>th</sup> Street, 13<sup>th</sup> Street, 14<sup>th</sup> Street, 15<sup>th</sup> Street, Brant Road, Miller Way, Gateway Road, Newman

Road, Joule Road, Kinetic Road, South Killian Drive, and North Killian Drive, that measure less than 100 feet in length, and that are used primarily for garage bay access are exempt from this requirement, but shall incorporate variation in color and material pursuant to Section 78-333 and Section 78-334.

(...)

**Sec. 78-337. - Preferred roof materials and styles.**

(3) *Edge and parapet treatment. A minimum of two locations, the roof edge and/or parapet shall have a vertical change from the dominant roof condition a minimum of four feet. At least one such change shall be located on a primary facade adjacent to the street or right-of-way. Architects and building designers are encouraged to articulate the parapet wall as a means of adding interest to the building facade and to screen any mechanical equipment. Properties which abut 10<sup>th</sup> Court, 12<sup>th</sup> Street, 13<sup>th</sup> Street, 14<sup>th</sup> Street, 15<sup>th</sup> Street, Brant Road, Miller Way, Gateway Road, Newman Road, Joule Road, Kinetic Road, South Killian Drive, and North Killian Drive, shall provide a minimum of one vertical change on the primary facade adjacent to the street or right-of-way is required. For corner lots, a minimum of two vertical changes will still be required if the side street facade is greater than 100 feet in length.*

**Section 3. Severability.** If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions thereof.

**Section 4. Repeal of Laws in Conflict.** All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

**Section 5. Codification.** The sections of the Ordinance may be made a part of the Town Code of Laws and Ordinances and may be renumbered or relettered to accomplish such, and the word "ordinance" may be changed to "section," "article," or any other appropriate word.

**Section 6. Effective Date.** This Ordinance shall take effect immediately upon adoption.



## Town of Lake Park Town Commission

### Agenda Request Form

*Exhibit "B"*

Meeting Date: December 17, 2014

Agenda Item No. *4*

**Agenda Title:** MODIFICATION TO THE ARCHITECTURAL DESIGN GUIDELINES IN THE TOWN CODE FOR NONRESIDENTIAL BUILDINGS.

- ☐ SPECIAL PRESENTATION/REPORTS ☐ CONSENT AGENDA  
☐ BOARD APPOINTMENT ☐ OLD BUSINESS  
☒ **PUBLIC HEARING ORDINANCE ON 1<sup>st</sup> READING**  
☐ NEW BUSINESS  
☐ OTHER

Approved by Town Manager

Date: *12/11/14*

**Nadia Di Tommaso / Community Development Director**  
Name/Title

<b>Originating Department:</b>  Community Development	Costs: \$ 0 Funding Source: Acct. [ ] Finance _____	<b>Attachments:</b> → Ordinance <i>17</i> -2014 (Architectural Design Guidelines)
<b>Advertised:</b> Date: <i>N/A for 1<sup>st</sup> Reading</i> Paper: [ ] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone or Not applicable in this case <i>ND</i> <b>Please initial one.</b>

### Summary Explanation/Background:

Over the past few months, staff has been reviewing several projects for new developments and redevelopments within the Town. Staff has also had the privilege of attending several economic development meetings with its North County partners. In light of the economic upturn, an analysis of the Town Code and its flexibility (or lack thereof) was performed. While the Town's Land Development Code was developed over the last 40 plus years and of course, has also been modified throughout this lengthy timeframe, the Town is now over 90% built-out. While staff is concurrently in discussion on a project that would update/modernize the permitted uses allowed within the various zoning districts in order to eliminate inconsistencies and antiquated language in the Code, it is important that the Code also provide some flexible land development regulations for those seeking to develop or redevelop on lots that exemplify unique conditions. While variance or waiver applications will continue to be available to applicants, in an effort to more appropriately account for the Town's current conditions; provide business-friendly initiatives; and promote economic development through a systematic, fair, simple and more practical development standard(s) alternative, staff is proposing a new Code Section entitled: "Flexible

Land Development Regulations " AND modifications to the existing "Architectural Design Guidelines" as it relates to parcels located along industrial corridors.

**THESE ACTIONS ARE BEING PRESENTED AS TWO SEPARATE ORDINANCES.**

In addition to the flexible land development regulations presented under a separate ordinance as a business-friendly, economic development tool, staff is also taking this opportunity to address certain architectural design guidelines, ALREADY IN EXISTENCE IN THE TOWN CODE, for internalized industrial parcels. Specifically, for those parcels located along 10<sup>th</sup> Court, 12<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, 15<sup>th</sup> Streets, Brant Road, Miller Way, Newman Road, Joule Road, Kinetic Road, Gateway Road, South Killian Drive, and North Killian Drive. Staff is proposing, from a feasible and reasonable development and redevelopment standpoint of course, given their internalized industrial-type location and uses, that the use of certain materials such as wood that is stained or painted, metal siding that is vinyl-coated or otherwise coated, glass window systems and fluted block that is split and scored or ribbed, are permitted along the facades, as long as 25% of the façade for buildings fronting Old Dixie Highway, Watertower Road and Silver Beach Road, incorporate additional preferred exterior materials as listed in the proposed ordinance.

Additionally, staff is proposing flexibility for these same parcels, to the applicability of blank walls (WITH THE EXCEPTION OF FRONT WALLS) such that side and rear walls within these areas measuring less than 100 feet in length, that are used primarily for garage bay door access, are exempt from adding additional decorative features other than variation in color and material as required by other sections of the architectural design guidelines.

Finally, the Code currently requires two roof offsets, one which is required to be located on the front façade. Staff is proposing that these same parcels, shall be permitted to provide a minimum of one front façade roof offset (i.e. vertical change), with the exception of corner lots that are required to incorporate an additional roof offset along the side street façade.

In conclusion, while staff was modifying the various sections of this Chapter, it also took advantage and cleaned up the Applicability section in Section 78-330 of these Architectural Design Guidelines so that the language is more consistent and that the REPAINTING OF NONRESIDENTIAL BUILDINGS would also be subject to the Building Color and Finish provisions of the Architectural Design Guidelines in order to protect the aesthetic integrity of our commercial/industrial corridors. Currently, nonresidential buildings that are simply repainting, can paint the exterior ANY color, per the existing code requirements.

In conclusion, the Town of Lake Park is fortunate to have a variety of corridors ranging from residential, commercial and industrial. The Town's existing architectural guidelines, both in our general code and along Northlake Boulevard, provide increased aesthetic requirements for what are intended to be commercial developments along our main commercial corridors. In order to promote development and redevelopment along highly-industrial, internalized corridors within the Town, staff is also proposing the relaxation of the architectural design standards aforementioned, that are otherwise impractical and financially unreasonable and consequently, hinder the likelihood of development or redevelopment within these specified areas. The proposal still aims to preserve the aesthetic integrity throughout the entire Town given the additional architectural design standards that are already in existence in the code.

**Recommended Motion:** I move to APPROVE Ordinance 17-2014 on first reading.





**Town of Lake Park Town Commission**  
**Agenda Request Form**

*Exhibit "C"*

**Meeting Date:** December 17, 2014

**Agenda Item No.** 5

**Agenda Title: Authorizing the Mayor to Sign a Letter Agreement Dated November 24, 2014 to Extend the Lease of a Town Owned Cell Tower to Crown Castle.**

- ☐ SPECIAL PRESENTATION/REPORTS ☐ CONSENT AGENDA  
☐ BOARD APPOINTMENT ☐ OLD BUSINESS  
☐ PUBLIC HEARING ORDINANCE ON \_\_\_\_ READING  
☒ NEW BUSINESS  
☐ OTHER: \_\_\_\_\_

**Approved by Town Manager** *DSS* **Date:** 12/1/14

*Dale S. Sugerman*, Ph.D./Town Manager

Name/Title

<b>Originating Department:</b>  <b>Town Manager</b>	Costs: N/A Funding Source: <input type="checkbox"/> Finance _____	<b>Attachments:</b>  Letter Agreement dated November 24, 2014
<b>Advertised:</b> Date: _____ Paper: _____ <input checked="" type="checkbox"/> Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone _____ or Not applicable in this case <u><i>DSS</i></u> <b>Please initial one.</b>

**Summary Explanation/Background:**

Crown Castle currently leases the cell tower located in the parking lot of the PBSO facility immediately adjacent to Town Hall. At present, that lease agreement is set to expire in August of 2019. As the Commission will recall, Crown Castle has made many different overtures to the Town about their desire to extend this cell tower lease arrangement. The Town Commission has generally rejected all of their past offers as being insufficient. However, their most recent offer matches the agreement for construction of a cell tower at the Marina recently signed and approved with T-Mobile. Crown Castle's desire to extend this arrangement until August of 2039 (an additional 20 years) includes:

- 1) Increasing the monthly rent from \$1,410.00 to \$2,950.00 (a 110% increase).

- 2) An annual escalation of the monthly rent by 3% (unchanged).
- 3) 50% share of co-location revenues (a new provision which is not in the current agreement).
- 4) A request for an additional 2,000 s.f. of space on the ground, in the event that they do find a co-locator who will need to put up their own equipment.

The Commission will need to determine if it wants to lock in this enhanced revenue for 20 years beyond the current term (set to expire in August of 2019). If so, then this deal can be approved with a simple motion, second, discussion and a vote.

**Recommended Motion:** I move to authorize the Mayor to sign the Letter Agreement dated November 24, 2014 between Crown Castle and the Town of Lake Park for extension of the use of the cell tower identified as AARB BRA110.



**Town of Lake Park Town Commission**  
**Agenda Request Form**

*Exhibit "D"*

**Meeting Date:** December 17, 2014

**Agenda Item No.** *6*

**Agenda Title: Establishing a Process for Selecting the Next Town Manager.**

- ☐ **SPECIAL PRESENTATION/REPORTS** ☐ **CONSENT AGENDA**  
☐ **BOARD APPOINTMENT** ☐ **OLD BUSINESS**  
☐ **PUBLIC HEARING ORDINANCE ON \_\_\_\_\_ READING**  
☒ **NEW BUSINESS**  
☐ **OTHER:** \_\_\_\_\_

**Approved by Town Manager** *DSS* **Date:** *12/5/14*

*Dale S. Sugerman*, Ph.D./Town Manager  
**Name/Title**

<b>Originating Department:</b>  <b>Town Manager</b>	Costs: N/A Funding Source: <input type="checkbox"/> Finance _____ There is not cost associated with making this decision. There will, however, be a cost associated with undertaking the selection process. That cost will be determined based upon the selection process chosen by the Town Commission	<b>Attachments:</b>  ICMA Outline on <i>Town Manager Search Options, Process and Timelines</i>  <i>Recruitment Guidelines for Selecting a Local Government Administrator</i>  Historical documents from the 2012 search for the current town manager
<b>Advertised:</b> Date: _____ Paper: _____ <input checked="" type="checkbox"/> Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone _____ or Not applicable in this case <u><i>DSS</i></u> <b>Please initial one.</b>

**Summary Explanation/Background:**

With the announced retirement of Dale Sugerman as town manager, the Town Commission will need to decide on a procedure for selecting the next town manager. A variety of documents are attached to demonstrate the various means and methods for selecting the next town manager.

**Recommended Motion:** Once a process is agreed to by the Town Commission, it should be approved by a motion, second, discussion and vote.





*Leaders at the Core of Better Communities*

## **Typical City, Town or County Manager/Administrator Search Options, Process and Timeline**

**Kurt Bressner, ICMA-CM  
FCCMA/ICMA Senior Advisor <sup>1</sup>  
Florida Senior Advisor Coordinator  
December 2014**

Note: This report was derived from earlier reports or research prepared in 2012-2014 for the Cities of Lake Wales, New Port Richey, Sebastian, Atlantic Beach, Oakland Park, Towns of Orange Park, Kenneth City, Sewall's Point, Cutler Bay and Counties of St. Lucie, Glades and Hendry.

### **Part 1: Discussion of Four Search Options**

*There are four basic options for a search:*

1. Retain a Search Firm
2. Perform the search in-house by City or County staff
3. Receive assistance from the FCCMA Senior Advisor Program in collaboration with City or County staff.
4. Do not recruit for a City or County Manager and appoint internal candidate.

*1. Retain a Search Firm* – This option provides the most comprehensive approach to the placement as the search firm spends a good deal of time in the process working with elected officials to obtain key information about desired knowledge, skills and abilities. In addition, a search firm would also identify current issues, organizational culture and define expectations of a successful candidate by elected officials. A search firm is better equipped than any of the other options to seek out qualified individuals who can be informed about the community and organization and encourage them to apply for the City or County Manager position. The search firm also is responsible for developing the compensation, benefit package and determining all conditions of employment such as residency. Having an outside and independent resource to facilitate this process is beneficial. A search firm will work with the local jurisdiction to prepare a detailed position profile that provides applicants with a good sense of what the

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<sup>1</sup> The Senior Advisor Program was previously known as the Range Rider Program. The program title changed in September 2014

agency is looking for. The search firm works with the elected officials to narrow down candidates for further consideration and interview, as appropriate. A search firm also performs background checks for finalists. The firms facilitate the interview process and provide assistance, as required in negotiating terms of employment with the successful candidates. In some cases, firms offer to re-do a search if the candidate they recommend does not work out for the agency. The cost of a search firm ranges from \$16,500 to \$21,500 with a not to exceed expense cost of about \$7,500 for search firm travel, printing and background checks. Additional work outside the scope of the contract is usually billed out at about \$140-\$160 an hour. These costs do not include the cost to the agency for finalist candidates for travel and lodging to participate in interviews. These are usual and customary costs to the City and can average \$1,200 for out of state candidates and lesser amount for in-state candidates. A list of search firms that have performed recent placement work in Florida is attached as an exhibit to this report.

*2. Perform the search in-house* – Under this option staff handles all steps in a search in-house. The degree to which these steps are accomplished depends on the comfort level of staff working directly with elected officials on a sensitive personnel matter. The cost of background checks for finalists, if not done in-house, is added and can amount to \$800 to \$1,500 a candidate for a comprehensive background review including professional credentials, financial, criminal, media, social media, current and past employers, etc. The cost of travel for candidates for interviews must also be added.

*3. Senior Advisor Assistance to a Local Jurisdiction* – The Senior Advisor Program provides four basic services:

- a. Assistance to current FCCMA Members such as city or assistant city managers with employment related issues requiring confidential counsel and guidance.
- b. Assistance to Members in Transition (MIT) who are looking for employment in local government.
- c. Information and resources to citizen groups and local governing bodies interested in adopting or retaining the managerial form of local government.
- d. If there is a vacancy in the position or a new position is created, placement assistance to local jurisdictions for a permanent or interim local government administrator. For permanent CAO placement assistance, the Senior Advisor Program generally can provide assistance to cities, towns or villages under 20,000 population and counties under 75,000 populations. The Executive Director of FCCMA in consultation with the Senior Advisor Coordinator may offer jurisdictions having population in excess of these limits assistance based on a case-by-case review. The level of Senior Advisor support depends on the availability of volunteer Senior Advisor resources. For

assistance to jurisdictions finding an Interim CAO, there is no population limitation. Also, the Senior Advisor Program will be pleased to work with jurisdictions on any size to discuss and outline the search process with elected officials.

This report will focus on item #4 above and provide options.

When the Senior Advisor Program provides placement assistance for a city or manager, we follow a basic procedure and guidelines for services that may, depending on local needs, include some or all of these activities:

- a. Outlining to elected officials the placement process based on ICMA guidelines.
- b. Assists the governing body determine qualifications, compensation and position requirements. However, given the fact the Senior Advisor Program is a voluntary program, we cannot match the detail that a search firm can provide this phase of a placement.
- c. Assistance to local staff with position advertisements.
- d. Reviewing and recommending semi-finalist candidates based on position standards established by the governing body. The governing body shall select finalists for interviews.
- e. Providing assistance to the jurisdiction during the interview phase of the placement process.

There is no cost to the community for these services. In cases where the governing board feels it is necessary or beneficial for a Senior Advisor(s) to be present in the community requiring an overnight stay and commuting is not practical, the community is requested to cover hotel and incidental meal costs for the Senior Advisor. This is typically during the interview process.

*Please note that background searches on candidates are **not** included in Senior Advisor placement services and should be conducted through qualified individuals or firms retained by the agency. The Senior Advisor Program does not have the expertise to perform this work. In addition, the Senior Advisor Program will **not** be involved with employment agreement discussions between the agency and the selected candidate.*

The cost of such background searches and selection of individuals or firms to perform background searches is borne by the City or County. In addition, the cost of travel and lodging for interview candidates is also borne by the City or County.

As noted in the attached program summary, the Senior Advisor Program is a service provided to cities and counties at no cost. Basic assistance to elected officials of local jurisdictions for placement of a local government administrator or manager is provided that does not replicate the services of a search firm.

Because this is a service provided by volunteers, assistance is based on availability of Senior Advisors near the community and the workload of the program with other projects and activities. Our priority is service to ICMA and FCCMA members with placement work being a secondary activity of the Senior Advisor Program. Presently, there are seven Senior Advisors in Florida, all of whom are experienced former city or City managers. Not all areas of the state are covered for placement services, which may require on-site assistance. The Florida Senior Advisor Coordinator with the Executive Director of FCCMA will evaluate a request for services requested by the local jurisdiction and determine if services by the Senior Advisor Program can be provided with the volunteer resources available. The goal is to provide the best possible services to the local jurisdiction. All seven Senior Advisors have Florida City or County Manager/Administrator experience.

*4. Do not recruit for a City or County Manager and appoint an internal candidate.* – This option should be considered if the governing body feels an internal candidate for the position should be appointed.

## **Part 2: Timeline and Steps for a Typical Manager Search**

This is a timeline and steps for a typical city, county or town manager search and is based on lessons learned from past placement projects of the FCCMA Senior Advisor Program.

***Step One: Develop the position profile and advertisement.*** This involves active participation with elected officials to determine the position requirements as to experience, education and residency as appropriate. In many cases an existing job description and code or charter provisions are helpful resources. In addition, the elected officials should be actively involved in determining the knowledge, skills and abilities that are important for the position. This includes defining attributes and personal style that is of interest to the elected body. In addition, applicants should have relevant public sector or military senior management experience and be members of ICMA, FCCMA and/or their local state city management association. I feel a profile is important, as it is a core document that describes the community, organization and offers key information to a prospective applicant. It is the face of the community during the search process and presents an opportunity to showcase the community as well as disclose specific issues or concerns of the community or organizational needs. The profile should be reviewed and approved officially by the elected body. This part of the process takes about 30-45 days and includes preparing the final advertisement. An important component of this phase is determining the compensation and benefits to be offered. Adherence to Florida Records Law is essential. I recommend something like this be included on all job information (profile and advertisement): *Florida Law requires that all*

*resumes and application materials received by the City or County for this position becomes a matter of public record upon receipt by the City or County. (Please see skills and attributes that other jurisdictions have used in city, town or county manager searches. This is attached as an exhibit including a list of desirable components of a recruitment profile).*

**Step Two: Application processes.** This is optimally 60 to 90 days but can be compressed to 45 days if necessary. This is the period where applicants submit their interest, resumes, application documents to the agency. It is important, I think, to require that the applicant submit a signed agency employment application with their resume and cover letter. Usually, an employment application contains assurances and warrants that the information on the application is accurate. Also, the employment application contains a standardized format that is easy to review. Resumes come in a variety of formats and designs making comparative review difficult. Also we have seen cases where a completed employment application revealed discrepancies on the resume that warranted follow-up review. Please see the note on adherence to Florida open records laws in Step 1 above.

**Step Three: Resume/Application Review Process:** This can usually be completed by a search firm or the Senior Advisors within 15 days following the close of the application period. The search firm should be able to provide the local jurisdiction with their interview recommendations within this time period. The process using Senior Advisors is a bit different. At the conclusion of this period, if the Senior Advisors are involved in the search, they will submit their recommendations for 10-12 semi-finalists. In accordance with the Florida open meetings laws, the Senior Advisors may not discuss the qualifications of the applicants privately among themselves. Any discussion must be in the form of a public meeting. Generally, when the Senior Advisors determine the 10-12 semi-finalists, this is done by a conference call that is a noticed public meeting and open to the public. The governing body has the responsibility of selecting the finalists for interviews. This should be done at a public meeting. In the event a member of the governing body feels a candidate not on the Senior Advisor semi-finalists should be considered, the entire governing body at the finalist review meeting should consider the individual. I generally recommend that 5-7 finalists be selected for interviews. Some agencies choose to do preliminary interviews of semi-final candidates by video or phone. However, the final candidates should be invited for face-to-face interviews. The assigned Senior Advisor can assist the governing body select finalists for interview. A preliminary or full background review of all finalists should be completed before the interview. The cost of such a preliminary review is about \$400 each while the full background review is about \$1,800. The Senior Advisor Program does not perform background reviews.

**Step Four: Interviews.** Search firms provide full assistance to the agency during the interview process. The Senior Advisor Program can assist the agency at this step of the process by providing interview questions and guidance on facilitating the process, as needed. The governing body should make a determination on whether it plans to reimburse travel expenses for applicants. This needs to be communicated to all applicants being considered for interviews. I recommend that the agency reimburse travel expenses as a usual and customary expense of placement. Generally, airfare, car rental, hotel and incidentals for an out of state applicant will run approximately \$1,500-1,800, with the bulk cost being airfare. In state applicants should be offered hotel accommodations, incidentals and car mileage based on the current IRS rate, which in 2014 is \$.56/mile. The agency or a qualified firm should perform a full background review of the top two candidates. Typically, background review includes work history, reference checks, education verification, social media and media review; possible site visits to the candidate's current community, credit checks and legal or litigation review. A full report on the candidate should be provided to the hiring agency before a final hiring decision is made. The cost of a full background review is about \$1,800. A search firm typically provides background reviews as a component of their services. As noted above, if Senior Advisors are used for the search process, the local jurisdiction is responsible for performing background reviews or contracting for this service.

**Step 5: Negotiation of Employment Terms and start date.** This work is typically done directly by the agency. The Senior Advisor Program does not offer assistance in this area of the placement. If a search firm is retained, the firm typically assists in negotiations with the finalist(s).

### **Part 3: Resources:**

International City/City Management Association's (ICMA) Professional Local Government Management: This information is located at the ICMA website and contains excellent information about the benefits of hiring a professionally trained CAO, the duties of an appointed Manager or Administrator, Ethical Conduct and how to hire a professional Manager or Administrator. This is an excellent starting point for elected officials and agency staff.

[http://icma.org/cn/icma/about/overview/hiring\\_manager](http://icma.org/cn/icma/about/overview/hiring_manager)

International City/City Management Association's (ICMA) Recruitment Guidelines for Selecting a Local Government Administrator: The handbook lays out a good process for what is perhaps one of the most significant responsibilities of elected officials including:

- Resources available to assist in the process conducting the recruitment
- Reviewing applications

- Identifying and interviewing finalists
- Negotiating compensation

Exhibits in the ICMA handbook also present resources and publications available, suggested interview questions, and a summary checklist and timetable.

The handbook is available at no cost here and is recommended reading by staff and the governing body. It is an excellent guide to the search process.

[http://icma.org/en/icma/career\\_network/career\\_resources/recruitment\\_guidelines\\_handbook](http://icma.org/en/icma/career_network/career_resources/recruitment_guidelines_handbook)

Senior Advisor Program from the International City/County Management Association (ICMA) and the Florida City and County Management Association (FCCMA): Here are links to information about the national and Florida Senior Advisor Program.

[http://icma.org/en/icma/members/benefits/senior\\_advisor\\_program](http://icma.org/en/icma/members/benefits/senior_advisor_program)

<http://fccma.org/senior-advisors/>

Respectfully submitted,

Kurt Bressner, ICMA-CM  
FCCMA/ICMA Senior Advisor  
Florida Senior Advisor Coordinator  
[kbressner@gmail.com](mailto:kbressner@gmail.com)  
561-436-2328

KB: 1/17/14, 3/9/14, 3/19/14, 4/3/14, 10/13/14, 12/2/14

#### Attachments:

1. FCCMA Senior Advisor Program Brochure
2. Recruitment Profile Checklist including attributes and traits deemed appropriate and beneficial by other agencies during their recruitment of a city, county or town manager.
3. Search Firm and Contact List
4. Summary of Job Advertisement Options and Approximate Cost

## Attachment 1:

### ICMA and Florida City and County Management Association's



## Senior Advisor Program

**Senior Advisors** (formerly Range Riders) are retired city and county managers with lengthy experience and who are respected within the public management field. The FCCMA Board of Directors and the Executive Director of the International City/County Management Association (ICMA) jointly appoint Senior Advisors.

As volunteers, Senior Advisors provide, at no cost:

- ▶ Career and employment counsel to members;
- ▶ Guidance and counsel to members regarding ethics questions or concerns;
- ▶ Assistance to cities and counties with the managerial form of government;
- ▶ Assistance to cities and counties that are considering adopting the managerial form of government;
- ▶ Assistance to civic groups regarding the managerial form of government; and
- ▶ Assistance to members-in-transition (MITs) with guidance and direction as they seek new opportunities in public administration.

Upon request by the governing body of the jurisdiction and upon verification of a manager/administrator vacancy, the Senior Advisors will provide basic guidance and assistance. Services may include: outlining to elected officials the placement process based on ICMA guidelines, determining qualifications, compensation and position requirements, assisting local staff with position advertisements, reviewing and recommending semi-finalist candidates based on position standards established by the governing body, and providing assistance to the jurisdiction during the interview phase of the placement process. The governing body shall select finalists for interviews.

Background searches on candidates are not included in the services and should be conducted through qualified individuals or firms retained by the city or county.

Senior Advisors are not "consultants," but serve as colleagues and counselors.

To obtain further information about the Senior Advisor program and its services, please contact:

**Florida City and County Management Association Senior Advisor Program**  
P.O. Box 1757, Tallahassee, FL 32302  
Lynn Tipton, FCCMA Executive Director  
(850) 701-3637 • 1- (800) 342-8112

## FCCMA Senior Advisors

**KURT BRESSNER, ICMA-CM  
Coordinator\***  
5721 Riverboat Circle SW  
Vero Beach, FL 32968-7524  
(561) 436-2328  
[kbressner@gmail.com](mailto:kbressner@gmail.com)

**MARK DURBIN**  
2410 Franklin Drive  
Kissimmee, FL 34744  
(321) 624-6071  
[mdurbin@cfl.rr.com](mailto:mdurbin@cfl.rr.com)

**SAMUEL H. HALTER, ICMA-CM**  
3501 Bayshore Boulevard  
Apt. 304  
Tampa, FL 33629  
(813) 281-2176  
[Samlh39@gmail.com](mailto:Samlh39@gmail.com)

**RICHARD M. KELTON, ICMA-CM**  
1521 Wyngate Drive  
DeLand, FL 32724  
(386) 951-4780  
[rmkelton@earthlink.net](mailto:rmkelton@earthlink.net)

**PETER G. LOMBARDI**  
12124 Vicars Lane  
Fort Myers, FL 32913  
(239) 204-9181  
[plpland@comcast.net](mailto:plpland@comcast.net)

**RICHARD A. WILLIAMS**  
6535 42nd Street, E.  
Sarasota, FL 34243-7901  
(941) 309-3371  
[Rawjayhawk2@aol.com](mailto:Rawjayhawk2@aol.com)

*\*Please contact the coordinator  
to discuss which Senior Advisor  
can best meet your needs.*



## **Attachment 2: Key items recommended for a City/Town or County Manager/Administrator Profile**

1. Description of the community that includes a history, location, population and key features of the community. This is an important way to put a face on the community and point out the attributes and benefits of living there. Include distance to major population centers, airports, Disney etc. If there are specific and special venues in the community, include a description of them.
2. Description of the local government. Include also information on the size of staff, form of government (i.e. council-manager form), organization chart, budget synopsis, etc. Include a list of governmental services provided directly and a list of services that the agency contracts for either via private contractor or intergovernmental agreement or municipal services that are provided directly by another governmental agency. (Examples could include library, fire and rescue services.)
3. Duties and functions of the City, Town or County Manager (from the Charter, Code or governing board policy)
4. Challenges, Issues and Opportunities – Here a short list of issues facing the agency over the next two years would be very helpful. Try to be descriptive in one or two sentences for each issue. Include any fiscal, major legal or collective bargaining issues that are pending.
5. Requirements for the City, Town or County Manager – Education and experience required. Education and experience desirable. In addition, applicants should have relevant public sector or military senior management experience and be members of ICMA, FCCMA and/or their local state city management association.
6. Knowledge, Skills and Abilities – Here a list of essential skills and attributes followed by important skills and attributes is helpful. (See next page for examples taken from other profiles)
7. Compensation – The profile should disclose a salary range and summary of expected benefits, if possible. Some jurisdictions leave this as something like: *“the City or County of X offers a competitive starting salary based on qualifications and experience.”* If the agency participates in FRS offer deferred compensation or other pension program, this may be considered as a compensation area to include.
8. Residency – If there is a residency requirement, it should be disclosed as well as when it is effective.

9. Application and selection process – Include the summary of the process including the deadline to submit the application and/or resume and how the documents should be submitted. Most jurisdictions require electronic submission of .PDF documents. The instructions should be clear as to whom the resumes should be submitted to. Also, because applications become a matter of public record when submitted, the profile and advertisement should clearly state this. Also, the process should disclose that applicants would be subject to a background screening. I recommend that the agency require applicants to submit a completed, signed agency employment application, especially if signature on the form serves as authorization for background screening. Finalists should also sign a release for background checks at an appropriate time.
10. Other documents that should be made available either as exhibits to the profile or as links to documents posted on the agency website:
  - a. City, Town or County Charter
  - b. Agency Budget
  - c. Agency employment application (hopefully, in a fillable .PDF form)
  - d. Key planning or community description documents
  - e. Capital improvement schedule
  - f. Organization chart
  - g. Summary of governmental services provided (this can also be incorporated into the body of the position profile)

### DESIRED CHARACTERISTICS OF A CITY/COUNTY MANAGER

1. Consensus builder
2. Decisive; good judgment
3. Excellent communicator to public, employees, Commissioners
4. Honest, ethical, moral
5. Willing to work whatever hours are needed
6. Outstanding leadership skills
7. Keeps composure at all times
8. Sensitive to others' needs and positions
9. Keeps current on County projects
10. Willing to be innovative
11. Available
12. Timely executes Commission policy
13. Treats everyone with respect; even-handed
14. Cooperates with other governments
15. Recruits and retains competent staff
16. Decentralized management style, but holds people accountable
17. Believes in strategic planning
18. Ambassador for the City/County
19. Outgoing, confident, positive, proactive, approachable
20. Good listening skills
21. Demands accountability, and willing to be held accountable

Source: Florida Senior Advisors

Presented on the next page is another list of attributes taken from ICMA advertisements.

## Position Profile Trait Examples

*Actual samples extracted from recent ads in ICMA Newsletter*

“...demonstrated leadership capabilities...”  
“...fiscal acumen...”  
“...excellent communication & interpersonal skills...”  
“...employee/citizen relations (skills)...”  
“...labor & contract negotiations (skills)...”  
“...technical knowledge of municipal operations...”  
“...financial & budget preparation (skills)...”  
“...bondable...”  
“...progressive, proactive, community-oriented leader...”  
“...community & economic development (skills)...”  
“...community-oriented problem solving...”  
“... (experience) achieving community consensus around critical issues...”  
“...integration of technology into municipal operations...”  
“...establishing strategic goals & priorities...”  
“...customer service orientation...”  
“...strong interpersonal skills...”  
“...facilitating a community vision & implementing action plans...”  
“...strong commitment to customer-focused government...”  
“...redevelopment, economic development & financial management experience...”  
“...strong interpersonal & consensus building skills...”  
“... (commitment to) team/participative management...”  
“... (experience in) personnel management...”  
“... (experience in) intergovernmental relations...”  
“... (experience in) utility management...”  
“...considerable community involvement & working with volunteers...”  
“...knowledge of new technology...”  
“...skills/knowledge involving (state) laws...”  
“...understanding of public financing...”  
“...grant writing (skills)...”  
“...conservative fiscal management...”  
“...infrastructure replacement & development (experience)...”  
“...human resources development...”  
“...strategic & long-range planning...”  
“...knowledge of principles & management of city government...”  
“...capacity to address problems in proactive manner...”

Source: Florida Senior Advisors

### **Attachment 3: Search Firm Contact Information for City/Town/County Manager/Administrator Recruitment**

#### **Ralph Andersen & Associates**

Heather Renschler, President/CEO  
Ralph Andersen & Associates  
5800 Stanford Ranch Road, Suite 410  
Rocklin, CA 95765  
Office: 916 630-4900  
Fax: 916 630-4911  
[Heather@ralphandersen.com](mailto:Heather@ralphandersen.com)  
<http://www.ralphandersen.com>

#### **Colin Baenziger & Associates**

Kathryn Knutson  
Vice President for Operations  
Colin Baenziger & Associates  
2797 Bay Drive  
Rhineland, WI 54501  
Office: (715) 282-3595  
Fax: (888) 539-6531  
Email: [KKnutson@cb-asso.com](mailto:KKnutson@cb-asso.com)  
<http://www.cb-asso.com>

Colin Baenziger  
Owner & Principal  
Colin Baenziger & Associates  
2055 South Atlantic Avenue - Suite 504  
Daytona Beach Shores, FL 32118  
Cell: (561) 707-3537  
Fax: (888) 635-2430  
Email: [Colin@cb-asso.com](mailto:Colin@cb-asso.com)

#### **Brimeyer Fursman**

Richard Fursman Ed.D.  
Brimeyer Fursman Executive Consulting  
1666 Village Tr East Suite 7  
Maplewood, MN 55109  
Office phone: 651- 204-0441  
Cell: 651-338-2533  
Fax: 651-344-0757  
[richardfursman@gmail.com](mailto:richardfursman@gmail.com)  
<http://www.brimgroup.com>

**GovHRUSA**

Heidi Vorhees  
Co-Owner  
GovHR USA  
650 Dundee Road, Suite 270  
Northbrook, IL 60062  
Direct Line: 847-380-3243  
Mobile: 847-902-4110  
Office: 847-380-3240  
Fax: 866-401-3100  
Email: [HVoorhees@govHRusa.com](mailto:HVoorhees@govHRusa.com)  
<http://www.govhrusa.com>

**Management Partners Incorporated**

Jeri Beckstedt, Administrative Services Manager  
Management Partners Incorporated  
1730 Madison Road  
Cincinnati, OH 45206  
Office: 513-861-5400  
Fax: 513-861-3480  
Jeri Beckstedt [jbeckstedt@managementpartners.com](mailto:jbeckstedt@managementpartners.com)  
<http://www.managementpartners.com>

Kevin Knutson  
Regional Vice President  
Office: 513-861-5400  
Kevin Knutson [kknutson@managementpartners.com](mailto:kknutson@managementpartners.com)

**S. Renée Narloch & Associates**

S. Renée Narloch  
President  
2910 Kerry Forest Pkwy  
Suite D4-242  
Tallahassee, FL 32309  
[info@srnsearch.com](mailto:info@srnsearch.com)  
T 850-391-0000  
F 850-391-0002

**Bob Murray Associates**

Bob Murray  
1677 Eureka Road, Suite 202  
Roseville, CA 95661  
[apply@bobmurrayassoc.com](mailto:apply@bobmurrayassoc.com)  
T 916-784-9080  
F 916-784-1985  
<http://www.bobmurrayassoc.com>

**The Mercer Group Inc.**

WD Higginbotham, Jr.  
Senior Vice President  
The Mercer Group Inc.  
9123 Cherry Trace  
Seminole FL 33777  
Office: 954-849-4046  
Cell: 727-214-8673  
[wdhiggin@bellsouth.net](mailto:wdhiggin@bellsouth.net)  
<http://www.mercergroupinc.com>

Karolyn Prince Mercer  
Senior Vice President  
The Mercer Group Inc.  
1000 Cordova Place #726  
Santa Fe, NM 87505  
Work: 505-660-5503  
FAX: 505-466-1274  
[kprince-mercer@mercergroupinc.com](mailto:kprince-mercer@mercergroupinc.com)

**Novak Consulting Group**

Catherine Tuck Parrish  
Executive Search Practice Leader  
The Novak Consulting Group  
1776 Mentor Ave.  
Cincinnati, OH 45213  
Office: 240-832-1778  
Catherine Tuck Parrish [ctuckparrish@thenovakconsultinggroup.com](mailto:ctuckparrish@thenovakconsultinggroup.com)  
[www.thenovakconsultinggroup.com](http://www.thenovakconsultinggroup.com)



### **Slavin Management Consultants**

Robert E. Slavin  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road #A1  
Norcross, GA 30071  
Office 770 449-4656  
Fax:: 770 416-0848  
Email: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
<http://www.slavinmanagementconsultants.com/welcome.shtml>

### **Springsted Incorporated**

Sunny Larsen  
Proposal Coordinator  
Springsted Incorporated  
380 Jackson Street, Suite 300  
St. Paul, MN 55101-2887  
Office: 651-223-3020  
Fax: 651-268-5020  
[slarsen@springsted.com](mailto:slarsen@springsted.com)  
<http://www.springsted.com>

### **Strategic Government Resources**

Cyndy Brown  
Director of Executive Search  
Strategic Government Resources  
Recruiting, Selecting, and Developing Innovative Leaders  
P.O. Box 1642  
Keller, TX 76244  
Office: 817-337-8581  
Fax: 817-796-1228  
Cyndy Brown [cyndybrown@governmentresource.com](mailto:cyndybrown@governmentresource.com)  
<http://www.GovernmentResource.com>

## **The Waters Consulting Group**

Chuck Rohre  
Waters Consulting Group  
5050 Quorum Drive, Suite 625  
Dallas, TX 75254  
Office: 972-481-1950  
Fax: 972-491-1951  
Chuck Rohre [crohre@watersconsulting.com](mailto:crohre@watersconsulting.com)  
<http://www.watersconsulting.com>

For other search firms please contact Lynn Tipton, Executive Director, FCCMA at (800) 342- 8112, which is the toll free number for the Florida League of Cities. Lynn's email is: [LTipton@flcities.com](mailto:LTipton@flcities.com)

Also, ICMA can provide a list of search firms doing work in local governments. This information and recruitment resources can be found at ICMA's web page at:

[http://icma.org/en/icma/career\\_network/employers/Page/100355/EmployerRecruiter\\_Resources](http://icma.org/en/icma/career_network/employers/Page/100355/EmployerRecruiter_Resources)

Careers in Government maintains an indexed listing of search firms here:

<http://www.careersingovernment.com/tools/community/executive-recruiters-directory/>

Prepared by Kurt Bressner, ICMA/FCCMA Senior Advisor, October 2014

#### **Attachment 4: City and County Manager/Administrator Advertisement Options**

Host Organization website (no charge)

Twitter (no charge)

Facebook (no charge)

Florida City/County Management Association FCCMA (no charge)  
<http://fccma.org/jobs/>

Florida League of Cities (FLC), which includes the Florida City/County Management Association publications, the FLC Datagram, and the daily email-based publication entitled Ken Small's CM's (no charge)  
<http://www.floridaleagueofcities.com/flcnews.aspx#classifiedAds>

International City/County Management Association (ICMA), (Fee-Based) includes the ICMA Newsletter, Job Opportunities Bulletin and the ICMA Career Network (fee)  
[http://icma.org/en/icma/career\\_network/employers/about\\_the\\_job\\_center](http://icma.org/en/icma/career_network/employers/about_the_job_center)

National Association of Counties (NACO), (Fee Based)  
<http://www.naco.org/jobsonline>

Florida Association of Counties, (Fee Based) <http://www.fl-counties.com/government-jobs/jobline-advertising>

Employ Florida website, which includes Americas Job Exchange, and US Job (no charge) <https://www.employflorida.com/vosnet/Default.aspx>

The Job Spider website, which includes Simply Hired and JuJu (no charge)

Post Job Free website (no charge)

Monster.com (no charge)

The following are other fee based sites:

National League of Cities - <http://www.nlc.org/about-nlc/career-center>

Alliance for Innovation Jobs Posted: <http://transformgov.org/en/jobads>  
(Included with ICMA advertisement )

Government Jobs Web Site: <https://www.governmentjobs.com/index.cfm>

GovtJobs.com Web Site: <http://www.govtjobs.com/>

GovJob.net Web Site: <http://www.govtjob.net/>

Municipal Insider: <http://www.municipalinsider.com/jobs-center/>

Careers in Government: <http://www.careersingovernment.com>

Updated: December 2014

# Recruitment Guidelines for Selecting a Local Government Administrator



**January 2012**

**ICMA**

*Leaders at the Core of Better Communities*

# Recruitment Guidelines for Selecting a Local Government Administrator

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## About ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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## Preface

This *Recruitment Guidelines for Selecting a Local Government Administrator* was first published just over ten years ago. While a lot has changed in ten years, the basic process for selecting a chief administrator<sup>1</sup> has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body<sup>2</sup> and the chief administrator. In this edition, however, new focus has been given to the ICMA Code of Ethics—the foundation of the local government management profession—and the emergence of the Voluntary Credentialed Manager program.

The Task Force on Recruitment Guidelines was formed in Fall 2010 and consisted of a very diverse group of ICMA members (many of whom have served on the ICMA Executive Board), Range Riders (former local government practitioners), younger members of the local government management profession, and representatives from executive search firms. From its only face-to-face meeting at the 2010 ICMA Conference in San José, this Task Force embraced the challenge of updating the guidelines. Over the next several months, we formed work groups to focus on three key elements of the process: recruitment, selection, and negotiation. After countless conference calls and emails, the new and improved *Recruitment Guidelines for Selecting a Local Government Administrator* emerged.

The Task Force consisted of the following ICMA members:

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<sup>1</sup> Chief administrator refers to a manager, administrator, or executive of a local government.

<sup>2</sup> Governing body refers to the elected officers of a town, village, borough, township, city, county, or a legally constituted council of governments.

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**Michael Willis**

General Manager  
Shellharbour City Council  
New South Wales, Australia

Special appreciation is extended to Tom Fountaine for serving as the negotiation section chair; Peter Herlofsky, selection section chair; and Debra Kurita, recruitment section chair. Debra Kurita deserves special recognition as she labored many hours converting writing styles and formats into one consistent, easy-to-read document. On behalf of ICMA, I am grateful for the active engagement of each Task Force member. Special thanks to Jared Dailey of the ICMA staff, who assisted in the overall coordination of the Task Force.

It is the hope of the Task Force that this guidebook is promoted and distributed to those who are in the environment to hire a chief administrator for a community. To the governing body representatives who use this guidebook, we thank you for your service to your communities and wish you every success in finding the professional local government manager to help you guide your community to be the best it can be.

In closing, it has been my privilege to have served as the chair of this Task Force.

Bonnie Svrcek  
Deputy City Manager  
Lynchburg, Virginia

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# 1. Introduction

"Thousands of decisions are made every day in cities, towns, and counties that determine our quality of life....  
Professional managers craft the plans and make the decisions that transform good communities into great ones.

—International City/County Management Association (ICMA)

## **Selecting a chief administrator is perhaps the most important decision that elected local officials will make for their community.**

This guidebook was created by experienced, seasoned local government managers. It is designed to help elected officials, human resource professionals, local government staff, and professional executive search firms navigate the recruitment, selection, and negotiation processes to find the individual who is best suited to serve as the chief administrator. The chief administrator is like an orchestra conductor, directing and managing a team of professional, administrative, and field staff while interpreting and working toward the goals and objectives of the community's elected officials.

This guidebook offers best practices that will be most meaningful to you and your community in selecting a chief administrator. Because all communities, governing bodies, and chief administrators are not the same, this is not a "one size fits all" guidebook. Nevertheless, the local government managers who created this document are firmly committed to the ICMA Code of Ethics, which is a non-negotiable foundation for professional local government management, and strongly recommends that the hiring governing body use the Code of Ethics as a tool in its search for a professional local government manager. Herein, we explain recruitment choices and the selection processes to fit the unique size, culture, and dynamics of an individual community. Topics include provisions for interim management; the spectrum of resources available to assist in the recruiting process; applications, communications with applicants, and interviews; compensation; and transition. The appendices provide the ICMA Code of Ethics, ICMA Compensation Guidelines, a directory of professional organizations that are likely places to advertise for a chief administrator, potential interview questions, the do's and don'ts of applicant relations, and the ICMA Model Employment Agreement. Using this guidebook can make recruiting and selecting a new chief administrator a positive, enjoyable, and unifying experience for you and your colleagues as elected officials.

As you use this resource, you will see highlighted in the margins important points for selecting the best individual for the position.

When faced with an upcoming or immediate vacancy in the chief administrator position, the governing body must quickly address the following questions:

- What should we do to ensure that the affairs of the local government are properly administered until a new chief administrator is selected and on board?
- How do we conduct a recruitment to fill the vacancy?

The following material provides tips and guidelines on the processes that the governing body needs to employ to successfully answer these questions. It identifies and discusses the key elements of managing the organization between the time that one chief administrator departs and another arrives, as well as the major decision points in conducting the recruitment, selection, and negotiation processes for appointing the new chief administrator.

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### **Professional local government managers are committed to**

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Building sustainable communities as a core responsibility
- Networking and exchanging knowledge and skills across international boundaries
- Lifelong learning and professional development
- Financial integrity and responsibility for management of the community
- Implementing best management practices.

## 2. Managing the Organization during Recruitment

The governing body must act thoughtfully and deliberately in determining how to ensure that the operations of the local government are properly managed during the period before a permanent chief administrator is selected and on the job. When faced with a vacancy in the chief administrator position, the governing body needs time to carefully consider the qualities, expertise, and experience it hopes to find in a new administrator and to use the agreed-upon criteria to develop the administrator profile. It then needs sufficient time to recruit and select the best possible successor who meets these criteria. While that is happening, however, it is important that the governing body identify a professional who will act as the chief administrator and properly manage local government operations while the recruitment process is underway.

### Major Decision Point: Appointing an Interim Administrator

If the vacancy is the result of a planned retirement, the governing body may consider asking the current administrator to continue leading the organization for a short period of time on a contract basis. Alternatively, the governing body may elect to consult with the outgoing administrator regarding possible staff members who could fill this role.

In some cases, the members of the governing body may agree that they have confidence in a specific staff person. If there is an assistant administrator, for example, the governing body may appoint that person as interim administrator. If this assistant will be considered for the permanent position, the appointment as interim administrator will provide the elected officials with an opportunity to observe firsthand how the assistant handles the job. Another option is to appoint an assistant or department director (who will not be a candidate for the position); someone who is mature, seasoned, competent and respected by fellow employees.

Should the governing body determine that there is no one on staff who it can or wants to appoint as the interim administrator, it may decide to retain the services of a retired administrator or an administrator who is between jobs. State associations, municipal

leagues, or ICMA Range Riders are resources for identifying potential interim administrators.

The governing body should publicly announce the appointment of the interim chief administrator. Regardless of who is appointed, it should be made clear to all local government officials and staff that the interim chief administrator is responsible for implementing governing body policy and overseeing operations. It should also be made clear that if the interim administrator is ultimately selected to fill the position permanently, it will be because that person has proven to be the best among all the applicants.

### Interim Management: The Governing Body's Role

Obviously, the local government must continue to operate during the interim between the departure of the current chief administrator and the appointment of the new one. The governing body and interim management team should do whatever is necessary to make sure that important projects and service delivery continue to move forward. It is important to reiterate that the governing body has the responsibility to make it clear to the staff and community that the interim administrator is in charge of the organization's operations.

The governing body should consider deferring new initiatives, when possible, until the new administrator is appointed and on the job. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department director position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used to pique the interest of potential applicants during the recruitment process.

Although it is not desirable for the governing body to immerse itself in the administrative affairs of the local government, its members should be briefed about current organizational problems and the status of important projects before the current administrator leaves, if possible. In this way, the governing body may monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

### 3. Initiating the Recruitment

The governing body should initiate the recruitment process immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can potentially generate rumors within the community by various interested parties who may attempt to exert pressure on members to quickly fill the vacancy. The members of the governing body must bear in mind that an impulsive response to this pressure can be divisive for them and can damage their credibility. They must take charge of the recruitment: they must determine the process that will be used to recruit and select the best administrator, and make that decision clear to all concerned.

There may be a number of special circumstances that influence the approach and timing used to recruit a new chief administrator. The following examples provide some tips for addressing those circumstances:

- **Vacancy due to the chief administrator's termination or resignation under pressure.** If the position is vacant because the former administrator was terminated or forced to resign, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned to mutually decide on a timetable for the administrator's departure. If this departure is handled professionally and in a mutually respectful manner, there

is less likelihood for controversy and ill will to arise around the issues of the separation. Further, and from a recruiting standpoint, handling a difficult situation well will enhance the local government's image and thus its ability to attract quality applicants.

- **Vacancy occurring prior to an election.** Occasionally, a governing body will delay initiating the recruitment process because an election is pending. But even in the face of an election, it should prepare for the process by developing the administrator profile (described in full later in this document) and determining how the recruitment will be conducted so as to reduce the time lapse between the departure of one administrator and arrival of another.
- **Vacancies due to newly adopted council-manager form of government.** If the position is vacant because voters either just approved the formation of or adopted a change to the council-manager form of government, the beginning of the search for a new chief administrator will depend on when the change becomes effective. Depending on the circumstances, it may be possible to have applications on file by the time the new members of the governing body are sworn in. In any case, the recruitment process should be initiated as soon as possible.

## 4. Conducting the Recruitment

There are several major elements and decision points in the recruitment process. This section of the handbook provides tips and guidelines for the governing body in determining the approach to use in this part of the process.

The governing body has three major choices for conducting the recruitment. It can:

- Conduct the recruitment in-house
- Retain an outside party to conduct the recruitment
- Use a hybrid approach and conduct the recruitment in conjunction with an outside party.

### In-House Expertise Method: Recruitments Conducted by the Local Government

If the governing body chooses to conduct the recruitment in-house, it should be with the understanding that the task will be time-consuming and complex. The governing body may also have to decide whether to conduct the process as a body, delegate the responsibility to the chairperson, or assign the task to a committee of its members. If it elects to delegate the responsibility to one or more of its members, it must be sure to select people who are well respected and have the time to provide the necessary leadership and follow-through.

To provide support in the process, the governing body should seek the assistance of the local government's human resources officer and municipal attorney. In conducting the recruitment in-house, staff can work with the governing body to develop the administrator profile and design an effective and legal recruitment and selection process. Staff can also be responsible for the administrative tasks of placing advertisements, collecting résumés, and scheduling interviews. However, the governing body or its delegated members will approve the selection of the final candidates and conduct the interviews, and, of course, the body as a whole will make the final selection. In this scenario, staff serve as a resource throughout the entire recruitment process.

### Outside Expertise Method: Recruitments Conducted with an Outside Party

The governing body can retain an outside party to conduct the recruitment. In some cases the interim or a retired administrator may be asked to coordinate the recruitment process. More often, however, the governing body will contract with a firm that specializes in providing executive search assistance.

When using an executive search firm, the governing body plays an active role in the process. It develops the administrator profile, approves the selection of the applicants, interviews the candidates, and, of course, makes the final selection. The benefit of using an executive search firm is the expertise that the firm brings to the process and its ability to coordinate the recruitment.

Typically the executive search firm begins by meeting with the elected officials either individually or as a group to help them develop the administrator profile. It is the firm's responsibility to facilitate these discussions and help the governing body reach a consensus. After this matter has been settled, the firm coordinates the overall process and assumes responsibility for all tasks until it is time for the elected body to select and interview candidates. During this process, the firm updates the governing body, keeping the members informed of its progress. As the firm will be responsible for all the administrative details, the role of the staff is usually limited to providing information about the local government and coordinating with the firm.

Governing bodies that use an outside service should ensure that a reputable firm, one familiar with the special requirements of local government management, is selected. The experience of the firm should be checked through contact with references—in particular, representatives of local governments that have used its services. Further, the governing body should be fully aware of the costs and benefits when deciding whether to use outside expertise.



## Hybrid Method: In-House in Conjunction with Outside Party

In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider.

In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the administrator profile, and

determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.

## 5. Key Elements of the Recruitment Framework

Regardless of the method chosen for conducting the recruitment, the governing body must develop a framework for the recruitment process. It must agree at the outset on a number of key issues critical to the success of the recruitment, including criteria for the administrator profile, compensation range and components, and timing and geographic scope of the search.

### Major Decision Point: Development of an Administrator Profile

The most significant decision point for the governing body in the recruitment of a new administrator is to define what the members are looking for—that is, to create the administrator profile. The profile will encompass those qualities, characteristics, experience, and areas of expertise that would be found in an ideal candidate. Only by considering how applicants compare and measure against one another and, of course, against the established criteria, can the governing body be sure that the candidate it appoints has the appropriate combination of work experience, management experience, and leadership style to be successful in the position.

The governing body should begin with a survey of its needs and those of the organization. To determine the needs of the organization, the governing body should invite input from the department directors. Items to be considered include size of the local government, composition of the community, services provided, and overall objectives and priorities of the governing body. The work experience, skills, and expertise of the candidates must relate to these factors. The governing body should also consider both the “nuts-and-bolts” skills and abilities, such as budgeting, human resources, and technological know-how, and the “soft” skills, such as the ability to work with people and to lead an organization. These criteria will form the basis for reviewing résumés, selecting finalists, and making a hiring decision.

Unless the governing body can come to consensus on these criteria, it may be difficult to find the right candidate. By reaching consensus, however, the governing body will be better able to inform the applicants on what it is looking for in a chief administrator.

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The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. For more information, visit [www.icma.org/en/icma/members/credentialing](http://www.icma.org/en/icma/members/credentialing).

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Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants with the skills and abilities to address the needs of the governing body, the community, and the organization.

### Decision Point: Community Engagement in Administrator Profile

The governing body must decide whether to engage community members or committees in the recruitment process. In most cases, the local government assumes responsibility for the recruitment and conducts the process without involving members of the community.

In some cases, however, a governing body may seek input from community members or committees when developing the administrator profile. This not only allows the community to be part of the process but also may provide the governing body with a better understanding of the role of the administrator. Depending on the method that the governing body uses to conduct the recruitment, gathering input from the community would be facilitated by staff, the outside recruiter, or the elected officials.

Although community input will be valuable, the governing body will ultimately determine the qualities and experiences to be incorporated into the administrator profile, and this should be clearly communicated to the community. It is, after all, to the governing body that the new administrator will be directly reporting.

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Governing bodies need to be very alert to the dangers of either hiring a clone of the outgoing administrator, assuming that person is leaving on good terms, or a polar opposite, assuming that person is leaving on less than good terms. The importance of evaluating the current needs of the governing body and locality cannot be overstated.

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## Major Decision Point: Administrator Compensation

Another critical element to be considered at the outset of the recruitment process is administrator compensation. It is important for the local government to have some general understanding of the acceptable salary range, but it is also important to have some flexibility. Some local governments identify a range; others provide the salary of the current administrator as an indicator; and still others may leave the salary open, to be commensurate with the new hire's background and experience. The governing body will also determine other components of the administrator's compensation, such as deferred compensation, vacation accrual, and professional development allowances.

It is important for the governing body to make clear that it wants the best administrator it can find. In general, potential applicants for the position will want to have some indication of the salary range and compensation package. But that will be only one of many factors that they will use in deciding whether to apply.

ICMA has developed compensation guidelines for negotiating salary and benefits for local government positions. These guidelines are provided in Appendix B and are also available online at [www.icma.org/compensationguidelines](http://www.icma.org/compensationguidelines). The actual compensation package will be negotiated with the final candidate at the conclusion of the recruitment process.

## Schedule

Since top candidates often view applying for a new job as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate résumé. Similarly, the governing body, staff, or executive recruitment firm needs sufficient time to review résumés and conduct reference checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications. It cannot be overemphasized that the recruitment should move forward expeditiously while also allowing adequate time for a thorough and comprehensive search.

The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide **at least sixty days** from the start of the recruitment to the deadline for submitting résumés; **thirty days** to review résumés, conduct background checks, interview candidates, and make a final selection; and **at least thirty days** for the new administrator to relocate. To maximize flexibility in the process, the governing body may advertise the position with an "open until filled" statement.

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### Profile: Impact of Special Circumstances:

As the governing body decides on the criteria for the administrator profile, three types of situations should receive special consideration:

1. A local government that has just changed its form of government will ordinarily need an administrator who can inspire local government officials with the enthusiasm needed to implement the new structure. A first administrator in a new structure should be adept at public relations and at establishing relationships with incumbent officials and employees.
2. When an administrator has been dismissed or has resigned under pressure, the governing body tends to look for strengths in areas in which the outgoing administrator showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. If the outgoing administrator gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new administrator will be confronted with major problems that must be addressed immediately. If such a situation is anticipated, the governing body should make these circumstances known to any applicant who is being seriously considered.
3. When a popular administrator retires or moves to another local government, the governing body may ask for this person's assistance in the search for a successor. However, the governing body should not overlook the possible need for new strengths or different qualities.

## Geographic Scope

Another factor to consider in determining the recruitment framework is the geographic scope: should the search be nationwide, statewide, or regional? A broad geographic search may attract more applicants who have demonstrated an ability to manage in a complex urban environment. On the other hand, a focus on the local government's state or region may provide applicants who have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. In any event, the new administrator will provide a fresh perspective on the issues and challenges facing the community and the organization.

From the applicant's perspective, it is assumed that the local government is looking for the best candidate and that all résumés, regardless of where the applicant currently works, will be reviewed carefully. The determination of the scope of the recruitment will influence the advertising and outreach strategies used.

## Advertising and Outreach Strategies

In order to generate a sufficient and diverse pool of qualified applicants, the governing body should develop advertising and outreach strategies.

**Advertising Campaign** It is to the advantage of the local government to ensure that every professional who might have an interest in the vacant position is aware of the opportunity to apply for it. Therefore, it is important that the advertising campaign be comprehensive and include a carefully worded advertisement. This does not mean, however, that the campaign has to be extensive or expensive. Most local governments, for example, avoid advertising for an administrator in general circulation newspapers unless there is a local requirement to the contrary; this is an expensive form of advertising that does not reach the targeted audience.

More effective vehicles for advertising for chief administrators can be found with organizations that are directly related to local government. In addition to ICMA, the following sources should be considered:

- National League of Cities
- National Association of Counties
- National Association of County Administrators
- National Forum for Black Public Administrators
- International Hispanic Network
- American Society for Public Administration.

Resources at the state level include state municipal leagues, county associations, and municipal assistants organizations. Many of these organizations publish newsletters or magazines and have an online presence; the subscribers to these resources are the men and women in the public administration and local government management professions. Addresses and websites for these resources are listed in Appendix C.

Local governments have some flexibility when preparing and placing advertisements, but at a minimum, the advertisement should include the following:

- Title of the vacant position
- Name of the local government
- Population of the local government
- Amounts of the operating and capital budgets
- Number of full-time employees
- Services provided
- Statement regarding the compensation package
- Filing deadline, including any special items of information desired such as current salary and work-related references
- A brief description of key areas of interest and desirable experience and qualifications (or a reference or email link to the administrator profile)
- Indication of whether residency is required
- A timetable indicating the principal steps and timeframe for the overall recruitment
- Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required
- Website of the local government.

It should be noted that some publications permit the use of display ads that incorporate the local government logo and/or graphics within an innovative format.

In addition to the advertisement, the governing body, through the staff or the executive recruiter, will usually develop a printed brochure that describes the community, the organization, and the position, as well as providing the administrator profile and the governing body's key goals and objectives.

**Outreach Strategy** While advertising can generate outstanding applicants and the local government should look closely at all received résumés, the governing body should supplement the advertising campaign by identifying an outreach strategy to ensure that the search extends to the widest possible pool of

qualified applicants. The outreach strategy may have a number of approaches for attracting external candidates, encouraging superior internal candidates to apply, and promoting diversity in the applicant pool.

**For External Applicants** Useful sources of information about potential external candidates include the current administrator, former and retired administrators, members of the local government, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, leaders of regional municipal assistants, and ICMA Range Riders.

When determining an outreach strategy, the governing body, in conjunction with staff or the recruiter, could consider sending letters to identified individuals advising them of the opening and inviting them to send a résumé if they are interested in the position. The correspondence should include a basic package of information describing the local government and the vacant position. For the purposes of confidentiality, all correspondence should either be sent to the applicant's private residence or marked "Personal and Confidential" if sent to the workplace.

Shortly after the letter has been mailed, a follow-up telephone call should be made to confirm that the correspondence was received, assure the recipient that it was not a form letter, indicate why the position may be a good career opportunity, and answer questions. The same deadline for submitting résumés should be used in both the advertisements and the supplemental letters of invitation.

**For Internal Applicants** The local government should be sure to inform its employees of the vacancy and of how and when to apply. The governing body itself may directly invite one or more employees, such as the assistant city administrator or a department

director, to submit a résumé, or it may do so indirectly through staff or the executive recruiter. Whether in-house applicants are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house applicant is ultimately selected, it is because the governing body has determined that the candidate was the best choice of all those who applied. While most applicants will receive written notification of their status, the governing body may decide to talk personally with any in-house applicant who was not selected in order to provide good communication with staff, maintain morale, and help ensure an orderly and positive transition.

**For Diversity of Applicants** Development of a strategy to generate a diverse applicant pool helps to ensure a broad cross-section of candidates. A rich pool with applicants of both sexes and from different races and ethnic backgrounds is beneficial because the chosen candidate will likely bring a different perspective to the organization. Having diversity within a local government can enhance the organization's overall responsiveness to an increasingly more diverse spectrum of residents, improve its relations with surrounding communities, increase its ability to manage change, and expand its creativity.

In addition, the governing body may develop an outreach strategy to encourage the participation of applicants from diverse professional backgrounds. Organizations large and small use executive members of their staff on various levels, and there is often a significant wealth of knowledge to be found among candidates who have had successful careers as assistant city administrators, as department heads, and in other management positions.

## 6. Key Elements of the Application Process

The application process is the point where effective screening of candidates begins. For this part of the recruitment to be successful, the governing body must proceed carefully and with considerable thought. This section addresses issues such as whether to use a standardized application form; how to provide potential applicants with key information about the position and the local government; and the importance of establishing and maintaining good relations with applicants. High-quality applicants are more likely to pursue the vacancy if the local government can portray itself as a well-run, organized, and efficient organization.

### The Application Form

Most local governments prefer to ask applicants to submit a résumé in whatever format the applicant determines will be most effective, rather than a standardized application form. For the applicant, this approach provides flexibility to present past work experience in a way that relates directly to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

A standardized application form is not recommended in recruitments for the governing body's top administrative professional. If one is used, however, it should be easy to complete, and the information requested should be relevant to the vacant position. Regardless of the form of application, the applicant should be required to submit a cover letter and résumé.

### The Local Government Information Packet

Serious applicants will not submit a résumé for consideration until they have done their homework and have satisfied themselves that the position represents a good career opportunity. Often they will seek information from local government officials about the community, the organization, and the position.

This is one of the first contacts that will form an impression of the local government on the potential applicant. If the impression created is that the

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Two critical elements of applicant relations are important to stress: keeping the candidates informed of the status of the process and maintaining confidentiality.

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recruitment is well organized, that the local government officials know what they are looking for and are consistent in the message, and that sufficient information about the locality is easily obtained, potential applicants are more likely to form a positive image of the position and the governing body in deciding whether to apply.

To help disseminate the same information to all applicants, the governing body could put together a packet of information that includes:

1. A copy of the outreach brochure or other documents that provide the criteria for the position, indicating key objectives and priorities and the administrator profile
2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position
3. Summary information about the local government, including organizational structure, personnel practices, number of employees, services provided, and budget data
4. Information about the community in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available
5. Websites that contain information on the local government and community
6. The name, phone number, and e-mail address of a contact person.

### Applicant Relations

Appendix E in this handbook provides some basic do's and don'ts regarding applicant relations and the recruitment process. The two key areas that are important to stress are candidate status notification and confidentiality.

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There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

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**Candidate Status Notification** As a rule, it is important to engage in the simple and courteous steps of acknowledging résumés as they are received and of notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of résumés is one indication that the process is being handled in a businesslike manner, and it can add to the applicant's positive impression of the organization. This acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this response should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Additionally, if special circumstances arise (such as a recall election) that might cause a delay in either the recruitment or the selection process, it is important to communicate any changes in the established schedule to all applicants.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government.

**Maintaining Confidentiality** Confidentiality is an important consideration in any recruitment. Present job security and long-term career opportunities could

be jeopardized if an applicant's interest in another position is made public prematurely. While applicants realize that the local government will want to contact their current employers to conduct background checks and assess their job performance, they typically prefer to wait until it is clear that they are going to be considered as finalists who will be invited to the second interviews for the position.

The governing body should determine, at the outset, the extent to which the recruitment process will be confidential. The governing body, in consultation with the local government's attorney, should decide the level of confidentiality due to the varying open record and disclosure statutes between the states. If applicants' names are likely to be disclosed at any point, potential applicants should be advised so that they may take it into account in deciding whether to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances should be honored, and applicants should be given adequate time to notify their current employers before those employers are contacted by the recruiting local government.



## 7. The Role of the Media in the Recruitment Process

Members of the media will obviously have an interest in the recruitment process and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the media on the timing and steps involved in the overall process. After the deadline has passed for submitting résumés, the governing body may decide to brief the media and the community on the overall response.

As the confidentiality of résumés is a major concern in any recruitment and can significantly affect the number and quality of résumés received, applicants should be apprised of any applicable state laws in this area, and the governing body, with advice from the local government's attorney, should determine what information will and will not be made available to the media.

## 8. The Selection Process

Once the deadline for submitting résumés has passed and all applications have been received, the selection process begins. Principal steps are as follows:

- Reviewing the applications
- Determining which candidates will be interviewed
- Interviewing the candidates
- Making the final selection.

### Reviewing the Applications

The selection process begins with a review of the applications and résumés that have been submitted. Depending on how the governing body has chosen to conduct the recruitment, the participants involved in this initial review may be the body as a whole, the chief elected officer, a subcommittee of the governing body, the staff, or the executive recruitment firm. Alternatively, some local governments have used a panel of chief administrators from other local governments to serve as a screening panel. Regardless of who performs the screening, the objective of the initial review is to identify those candidates who best reflect the qualities, characteristics, experience, and areas of expertise that were defined in the administrator profile.

### Major Decision Point: Determining the Candidates to Be Interviewed

The determination of the candidates to be interviewed is a significant decision point in the selection process. The objective here is to narrow the total group of applicants to a smaller group that will continue to the next step.

**Initial Background Check** After the group of applicants has been narrowed down to those who meet the qualifications described in the administrator profile, the list may be further refined by confirming educational credentials and conducting online checks. Such reviews should not violate the confidentiality of the applicant pool. For online checks, it is important to consider the source and avoid drawing hasty conclusions from these sources.

**Selection of Candidates** After the review of the résumés and the initial background check, the participants in this process should meet with the governing body as a whole to recommend which applicants should be invited to an interview. The chosen group of candidates should be large enough to expose the governing body to an array of personalities. In most cases, **five to ten candidates** should be selected. The governing body may also establish a secondary list of candidates who could be invited to the interview if one or more of the first group of candidates decline or are unable to continue with the process.

**Informing the Candidates** Once candidates have been selected, the governing body representative, the staff, or the executive recruiter should contact the each candidate by phone and do the following:

1. Inform the candidate that he or she has been selected to be interviewed and offer congratulations (the candidate should be made to feel that the governing body is pleased to have reviewed his or her résumé). At the same time, confirm the candidate's continuing interest in the position.
2. Advise the candidate of: the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address.
3. As described in the section on applicant relations, the governing body should have already determined the extent to which the recruitment process will be confidential. At this point, the candidate should be advised if the names of candidates are to be made public and be given the opportunity to withdraw.
4. Confirm that the candidate has received the information package provided during the application process. Indicate that a supplemental package with more detailed information will be provided directly to the candidate's home in advance of the interview. The supplemental package may include:

- A list of governing body members and their occupations
- Copies of meeting minutes from the past several months
- The general or comprehensive plan and land use maps
- The most recent budget
- A recent bond prospectus
- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

As an alternative to a paper package of information, the candidates can be directed to the locality's website for such information.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with the interview. Many local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way that the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and is sometimes a factor in whether the candidate is able to attend. Should there be strong reluctance on the part of the governing body to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters, but this can be cumbersome and time-consuming. In most cases, the local government confirms the time and place and lets the candidate make his or her own arrangements. The candidates usually prefer this approach as well.

## Interviewing the Candidates

Most local governments use the interview approach for selecting the chief administrator. In this approach, the governing body will meet as a whole with each individual candidate. As the initial interview is usually limited to an hour, a second interview with one or more of the finalists is generally incorporated into the process.

**Initial Interview** The following provides important guidelines for conducting the initial interview.

**Structure of the Interview** The interview process should be well organized in a comfortable setting for both parties that invites open and relaxed discussions. This element of the process is generally not considered a public meeting, although the governing body, staff, or executive recruiter should consult with the city's legal advisor to ensure that all requisite notices are sent and other legal requirements are met.

All members of the governing body should participate in the interview with one member, usually the chair, designated as the discussion leader. This interview should last at least an hour as it is difficult to pursue a range of questions in less time. Further, all candidates anticipate and deserve an opportunity to present their qualifications to the governing body and describe their interest in the position. It is important to realize that the interview process not only provides the governing body with an opportunity to improve its knowledge of the candidate but also influences the candidate's interest in the position.

As part of the initial interview, the governing body may want to include a comprehensive tour of the community. A trusted senior staff person would be a likely tour guide.

**Content of the Interview Questions** During the first interview, the governing body will question the candidate about a variety of matters, such as overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. A list of potential questions is provided in Appendix D.

The interview also gives the candidate an opportunity to evaluate the governing body as a group and to ask questions. An important issue to discuss during the interview is the governing body's working relationship with the administrator, clarifying all roles and responsibilities.

During the formal and any informal meetings between the governing body and the candidates, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not include references to politics, religion, age, racial origin, and sexual preferences.

When the initial interview process is over, the governing body should avoid impulsive action but rather take whatever time is necessary to arrive at a comfortable and well-reasoned decision. At this point, either one person has emerged as the clear choice of the

governing body; or, more likely, the pool of candidates has been narrowed down to two or three individuals that the governing body would like to further pursue. In most cases, the process will involve a second interview of this smaller group of finalists. However, if there is one clear choice, please refer to the section entitled "Making the Final Selection."

**Second Interview** If, after the initial interview, there are two or three candidates that the governing body would like to further consider, a couple of options exist for setting up a second interview:

1. The governing body may invite the finalists back for a second, more in-depth interview, coupled perhaps with some sort of community function. This arrangement often provides the governing body with the insight needed to make a final decision.
2. The governing body may invite the finalists back for a second, more in-depth interview, coupled with an opportunity for community leaders and/or staff to provide input into the selection of the chief administrator.

In either case, finalists should be notified of their status, congratulated for being among the select few who will be further considered, informed of the process, and asked for permission for the governing body to conduct reference checks.

**Reference Checks** As the governing body is now deciding between two or three qualified candidates, it is important at this point to conduct reference checks that provide additional information on which to base the decision. References should be checked to learn about each finalist's ability to work effectively with people, to develop a more complete understanding of the finalist's work experience and specific accomplishments, and to see if the finalist's qualifications match the profile for the position. The following suggestions are important for ensuring consistency and thoroughness when conducting reference checks:

- The reference checks may be performed by members of the governing body, staff, or executive recruitment firm. In general, however, it is advisable to limit the number of people performing the checks to one or two. It may be difficult, depending on the number of candidates, to have one person perform all the reference checks, especially if there are three references for each candidate. Further, it can be helpful if two people compare notes on the same candidates.

- Be consistent in discussing issues with and asking questions of each candidate in order to provide a good basis for comparison.
- Contact enough people to ensure a consistent reading as to the candidate's strengths and weaknesses. If a reference can say only good things about the candidate, he or she should be asked directly what weaknesses the candidate has.

**Decision Point: Inviting the Candidate's Spouse/**

**Partner** While the focus of the recruitment is on the chief administrator, the governing body may formally invite the candidate's spouse/partner to the community during the interview process. Generally, this type of invitation occurs only after the first interview process has narrowed the group of candidates down to the top two or three. The spouse/partner should never be included in the formal interview process, nor made to feel as if he or she is being interrogated in any way.

If the governing body formally invites the spouse/partner to accompany the candidate, it is important that this part of the process be as well organized as all the other parts that concern the candidate directly. Here, too, an important impression about the community is being made. The interests of the spouse/partner should be carefully determined and accommodated.

On the other hand, the governing body may use an informal, non-structured approach to the involvement of the spouse/partner. Understanding that a candidate may bring his or her spouse/partner along to explore the community as a possible future home, the governing body may consider having a packet of relevant community information available.

**Decision Point: Community Involvement** The governing body must decide whether to involve community members or committees in the interview process. In most cases, the local government assumes responsibility for the interviews and conducts the process of selecting the new chief administrator without the involvement of members of the community.

In some cases, however, governing bodies have chosen to supplement the usual discussion between members and finalists by inviting community leaders to participate. For example, finalists may meet with selected community leaders to answer questions and receive their input on matters they consider important to the local government. If this option is taken, the purpose of the meeting should be made clear to all involved. Both the finalist and the community members should know whether these meetings are intended simply to provide the

finalist with additional information on the local government or whether the community group will also be involved in the actual selection process. In the latter case, although the input from the community will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

**Decision Point: Staff Involvement** The governing body must also decide whether to involve staff members in the interview process. It may choose to supplement the usual discussion between members and finalists by inviting staff members to participate. For example, finalists may meet with selected department directors to answer questions and review departmental operations in more detail.

If this option is taken, its purpose should be made clear to all involved. Both the finalist and the staff members should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the group will also be involved in the selection process. In the latter case, although the input from the staff will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

## Major Decision Point: Making the Final Selection

After the second interviews, there should be one person who is the clear first choice of the majority, if not all, of the governing body. It is important to both the governing body and the potential new hire that the decision be unanimous, if possible. A unanimous vote from the governing body demonstrates a commitment of support to the new chief administrator and sends a positive message to both the organization and the community. If the governing body is divided on the appointment and the decision is not unanimous, however, the chosen finalist should be advised of this prior to accepting the position.

Once the selection has been made, the governing body, staff, or executive recruiter should contact the

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It is important that the vote for the new chief administrator be unanimous, if possible. This sends a positive message to the organization and the community.

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finalist, confirm his or her willingness to accept the position, and obtain permission to conduct a very thorough background check, which will be performed by an outside party. This process includes interviews with individuals in the candidate's current community, an investigation into possible criminal history, and a credit check, which requires the candidate's consent.

Another element of this final selection process may include some or all of the members of the governing body making an on-site visit to the finalist's current community. Often finalists insist that an agreement regarding terms and conditions of employment be agreed upon before being open to a site visit.

Once the governing body is satisfied with the results of that process, it may inform the finalist and move ahead to put together a total compensation package and discuss other related arrangements. However, if the governing body is unable to satisfactorily conclude negotiations with its first choice, it may need to engage in discussions with one of the other finalists. Thus, it should refrain from notifying the other finalists until all arrangements have been finalized with the first-choice candidate.

From a public image standpoint, it is imperative that all candidates learn about the final selection from the governing body or its representative, as opposed to hearing about it from a third party or reading about it online or in a newsletter or professional publication. A representative from the governing body, staff, or executive recruitment firm should personally contact the runners-up prior to or at the same time that a news release about the appointment is issued.

## 9. The Negotiation Process

Once the local government has made its decision and the finalist has indicated a willingness to serve as the chief administrator, a number of final arrangements must be completed. These include negotiating a compensation package and completing transition activities. Only after these arrangements are concluded can the new chief administrator relocate and begin work for the community.

### Preparation for Negotiation

The governing body needs to ensure that relations with the new administrator get off to a good start. At this point, nothing should happen that causes the new administrator to reconsider.

It is important that the governing body identify a single individual to act as the negotiator for the local government. Depending on the approach that the governing body has selected, the negotiator may be a member of the governing body; a member of the staff, such as the interim chief administrator or the municipal attorney; or the executive recruiter. The following are important guidelines regarding the structure of the negotiations:

1. The atmosphere should be friendly and relaxed.
2. The negotiator should be flexible. Negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
3. The governing body should be realistic. No matter how beautiful and desirable the community or position may be, the finalist is unlikely to accept the new position without an increase in pay over his or her present salary.

### Major Decision Point: Negotiating Compensation

In compensation negotiations, base salary is a good place to start. The ICMA Compensation Guidelines, which are provided in Appendix B, are a good source of information to help with this part of the process. The person conducting the negotiation on behalf of the local government should keep the following questions in mind:

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The governing body should rely on a single individual to handle its part of the negotiation process.

The process should be friendly and relaxed; the negotiator should be flexible; and the governing body should be realistic in its guidelines to the negotiator.

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1. Ultimately, what salary will be acceptable to the governing body?
2. What is the bargaining range?
3. What is the current salary of the applicant?
4. What type of salary and total compensation package did the candidate discuss during the interview?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of local government administrators around the country. Prior to initiating negotiations, the governing body should compare its salary range with that of other governing bodies in same region of the country.

**Elements of Total Compensation** Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of government car or car allowance
- Use of technology or technology allowance
- Retirement plan
- Medical and other insurance (dental, optical, life, disability)
- Vacation accrual
- Holidays
- Sick leave accrual
- Membership dues, conference, and professional development attendance fees.

Before the negotiation begins, the governing body should ask the candidate to provide a written itemization of his or her current total compensation. After receiving this information, the person negotiating on behalf of the governing body should outline a proposed package and provide it to the candidate. Usually there will be no negotiation on those benefits that are similar among local governments, such as medical insurance and holidays. The variables most often relate to base salary and particular financial objectives, such as deferred compensation, health insurance, and requirements to join a state retirement system.

The proposed compensation package should

- (1) leave the individual whole on basic benefits,
- (2) provide an appropriate step forward in cash-related benefits, (3) ensure an increase in take-home pay, and
- (4) deal with any particular financial objectives that the new administrator may have.

**Noncompensation Elements** During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the new administrator. Both parties need to be flexible and realistic in dealing with these issues:

- **Relocation expenses:** It is common for local governments to pay the one-time cost of relocating the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a “not-to-exceed” figure based on estimates from moving companies.
- **Temporary housing:** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate his or her family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses:** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance:** Regional variations in the cost of housing or housing financing can complicate the negotiations. There is considerable precedent

for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan or a salary supplement.

**Employment Agreements** It is in the interests of both the community and the chief administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by such an agreement helps to attract and keep top-flight administrators in a generally mobile profession. ICMA recommends the use of employment agreements because the detailing of salary, benefits, and other conditions of the administrator’s job puts those items where they belong—in a contract where both parties can know what is expected—and removes them from the daily agenda of the chief administrator and members of the governing body.

While such an agreement usually does not refer to a specific term of employment and permits either the governing body or the chief administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated. This provides important personal and professional security for local government chief administrators, as they have the rather unique situation of working at the pleasure of the governing body with the possibility of dismissal for any reason at any time.

While not a lengthy legal document, the employment agreement is usually drafted by the local government’s attorney. The new administrator is often given an opportunity to prepare a first draft for consideration. If an employment agreement is not used, a formal letter of understanding, at a minimum, should be prepared.

As a final note on this process, the governing body should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the governing body typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other candidates should be promptly notified that they were not selected.

# 10. The Transition Process

After the governing body and new chief administrator have reached agreement on the issues of compensation, starting date, and method and timing of announcing the selection to both the community and the administrator's former local government, the transition process begins.

## Announcing the Selection

The announcement of the selection should be well planned and coordinated between the governing body and new chief administrator. Two factors should precede any formal announcement of the appointment:

- The successful candidate has formally accepted the position and the negotiations have been concluded; and
- The successful candidate has been given the opportunity to notify his or her current governing body about the appointment.

This public announcement should be coordinated carefully to recognize the instantaneous nature of electronic communication.

## Additional Elements

Additional elements that the governing body may employ to ensure a smooth transition for the new chief administrator are as follows:

- **General assistance:** For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving, such as introductions to realtors and

bankers and support to the spouse/partner in finding suitable employment.

- **Orientation meetings:** The governing body should arrange to introduce the new chief administrator to department heads and local government staff. While the new administrator may have met some of these individuals during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and residents in general.
- **Local government work session, orientation, and review of objectives:** It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.
- **Performance evaluation:** Using the position's goals and objectives as a starting point, the governing body and new chief administrator should agree to an annual or semiannual review of the administrator's performance. This established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.



# 11. Conclusion

Choosing a chief administrator can be the most significant action of the governing body. The chief administrator is a leader, coach, and chief of strategy for the staff team whose job it is to implement a vision, policy, and procedures; accomplish goals; and achieve the desired output of the organization. Similar to a chief executive officer of a Fortune 500 company, the chief administrator is also responsible for serving an elected governing body, managing the financial aspects of the organization, directing the employees, ensuring quality customer service, and implementing legal and ethical standards. Furthermore, unique to public agencies, the chief administrator oversees an organization that is focused on providing a variety of services to the community rather than on making a profit.

In addition to a very diversified portfolio of services that must be provided and interests that must be served fairly, the chief administrator is responsible for an organization that must balance its budget; provide for and encourage public input into decision making; and understand, respect, and appreciate the political environment. In summary, the position of chief administrator requires a variety of skill sets—not every person is capable of performing the role. Therefore,

selecting the right person for the job is critical for the governing body and for the community.

This guidebook addresses a number of factors to consider in recruiting, selecting, negotiating, and hiring a professional local government manager. In doing so, it elaborates on the “best practices” for identifying the appropriate skills and background of a chief administrator, noting that the governing body must identify the qualities, characteristics, experience, and areas of expertise that would be found in the ideal candidate. Throughout the entire process, clear communication to staff, the community, and the media is essential for achieving the governing body’s goals. In the end, the process of recruiting and selecting a chief administrator should be a positive and unifying experience, resulting in the appointment of an individual who represents and embodies the governing body’s vision for the future.

ICMA and its members are resources available for providing guidance and recommendations in the recruitment of a chief administrator. With this document, we hope we have provided a basic understanding of the process involved in selecting a professional local government manager who meets the needs of the community.

# ICMA Code of Ethics with Guidelines

**The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in July 2004.**

*The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:*

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

## **Guideline**

**Advice to Officials of Other Local Governments.** When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

## **Guidelines**

**Public Confidence.** Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

**Impression of Influence.** Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

**Appointment Commitment.** Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of

a member considering several offers or seeking several positions at the same time, but once a *bona fide* offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

**Credentials.** An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

**Professional Respect.** Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

**Reporting Ethics Violations.** When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

**Confidentiality.** Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

**Seeking Employment.** Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

#### **Guideline**

**Length of Service.** A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

#### **Guideline**

**Conflicting Roles.** Members who serve multiple roles—working as both city attorney and city manager for the same community, for example—should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

#### **Guidelines**

**Elections of the Governing body.** Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

**Elections of Elected Executives.** Members should not engage in the election campaign of any candidate for mayor or elected county executive.

**Running for Office.** Members shall not run for elected office or become involved in political activities related to running for elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

**Elections.** Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

**Elections in the Council-Manager Plan.** Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

**Presentation of Issues.** Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

#### **Guidelines**

**Self-Assessment.** Each member should assess his or her professional skills and abilities on a periodic basis.

**Professional Development.** Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

#### **Guideline**

**Information Sharing.** The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

#### **Guideline**

**Equal Opportunity.** All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

#### **Guidelines**

**Gifts.** Members should not directly or indirectly solicit any gift or accept or receive any gift--whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form--under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In *de minimus* situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

**Investments in Conflict with Official Duties.** Member should not invest or hold any investment, directly or

indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments. Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

**Personal Relationships.** Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

**Confidential Information.** Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

**Private Employment.** Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

**Representation.** Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

**Endorsements.** Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the

following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by non-profit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

# ICMA Guidelines for Compensation

**M**aintaining public trust and integrity in local government requires both effective governance and management of the organization. The following guidelines are intended to establish a best practice for establishing and negotiating compensation for local government executives and staff and to clarify the roles and responsibilities of the governing body, local government manager, and employee.

## The Principles

Compensation and personnel matters should be guided by the core principles of the ICMA Code of Ethics. ICMA affirms that the standard practice for establishing the compensation of local government managers be fair, reasonable, transparent, and based on comparable public salaries nationally and regionally. ICMA members should act with integrity in all personal and professional matters in order to merit the trust of elected officials, the public and employees. Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation.

Elected officials perform a critical governance role providing oversight of the management of the organization. To that end, they must be engaged in establishing the process for determining the compensation for all executives appointed by the governing body.

Compensation should be based on the position requirements, the complexity of the job reflected in the composition of the organization and community, the leadership needed, labor market conditions, cost of living in the community, and the organization's ability to pay.

## The Process for Negotiating Executive Compensation

To establish fair and reasonable compensation, the governing body operating as a committee of the whole or as a designated evaluation and compensation subcommittee, should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established based on comparable local government or public sector agencies.

The governing body should engage experts whether contracted or in house as necessary to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

## Compensation Guidelines for Local Government Executives

A starting point for the elected officials and local government manager in any salary negotiation should be to

1. Determine the requirements of the job and the experience needed to successfully perform the job duties.
2. Examine market conditions to learn what comparable public sector executives earn. A best practice would be to gather information using pre-determined comparable benchmark local governments or public sector agencies.
3. Understand the services provided by the local government along with the nature of the current issues in the organization and in the community, and then compare these with the individual's expertise and proven ability to resolve those issues.
4. Identify the local government's current financial position, its ability to pay, and the existing policies toward compensation relative to market conditions.
5. Weigh factors such as the individual's credentials, experience and expertise when setting salary.
6. Consider additional compensation in areas where the cost of living is high and the governing body wants the manager to reside within the community. In addition, other unique and special circumstances may be taken into consideration, such as difficult recruitment markets and the particularly challenging needs of the public agency.
7. Seek legal advice as needed and appropriate during periods prior to the beginning of employment when terms and conditions are being negotiated and finalized.

## Severance

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired, but is consistent with the role and expectations of the position. The ICMA Model Employment Agreement (see Appendix F) recommends a one year severance but recognizes that the length of service with an organization may justify a higher severance.

## Compensation Changes

1. Benefits and salary increases should be reasonably comparable to those that local government executives receive within the designated benchmark or regional market area and generally consistent with other employees.
  2. Merit adjustments or bonuses should be contingent upon performance and the overall financial position of the local government to afford additional compensation payments. Provisions regarding consideration of periodic merit adjustments in salary should be pre-determined.
  3. Local government managers must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits where they will be the sole or primary beneficiary of the change. Examples include:
    - Dramatically increasing salary thereby leading to pension spiking.
    - Recommending or implementing single highest year to determine retirement benefits
  4. An individual should receive a single salary that recognizes all duties and responsibilities assigned rather than different salaries for different assignments.
  5. Local government managers should not put their personal compensation interests before the good of the overall organization and that of the citizens.
- when requesting compensation changes so that the governing body has a comprehensive view of the compensation package.
2. In the interest of fairness and transparency, there should be full disclosure to the governing body, prior to formal consideration and approval, of the potential cost of any benefit changes negotiated during employment.
  3. When the terms and conditions of employment are being renegotiated with the employer and at the end when the employment is being terminated, ICMA members have a duty to advise the elected officials to seek legal advice.
  4. In the interests of transparency, the salary plan and salary ranges for local government positions, including that of the manager, should be publicly accessible on the agency's website.

## General Compensation Guidelines for All Employees

1. Each local government should establish benchmark agencies, which are determined using set criteria such as, but not limited to,
  - Geographic proximity
  - Similarity with regard to the nature of the services provided
  - Similarity in employer size/population size
  - Similarity in the socioeconomic makeup of the population
  - Other similar employers in the immediate area.
2. The local government should develop appropriate compensation levels that are in line with their labor market. Doing so will enable the organization to establish and maintain a reputation as a competitive, fair, and equitable employer as well as a good steward of public funds.
3. When considering any salary or benefit changes, the immediate and anticipated long-term financial resources of the organization always should be taken into account.
4. Appropriate financial practices should be followed to both disclose and properly fund any related future liability to the local government.

## Transparency

1. Local government managers should provide their total compensation package to the governing body

## Appendix C:

# Professional Organizations to Consider Posting Position Vacancy

### **International City/County Management Association (ICMA)**

777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
Phone: 202-289-4262

#### **JobCenter**

*Rates/Information:*

[www.icma.org/en/icma/career\\_network/employers/difference](http://www.icma.org/en/icma/career_network/employers/difference)

### **American Society for Public Administration (ASPA)**

1301 Pennsylvania Avenue NW, Suite 700  
Washington, DC 20004  
Phone: 202-393-7878

#### **PublicServiceCareers.org (online)**

*Rates/Information:*

[www.publicservicecareers.org/?pageid=617](http://www.publicservicecareers.org/?pageid=617)

### **National Association of Counties (NACo)**

25 Massachusetts Avenue NW, Suite 500  
Washington, DC 20001  
Phone: 202-393-6226 or 1-888-407-6226

#### **JobsOnline (website) and County News Job Market/Classified Ad (newspaper)**

*Rates/Submissions:*

[www.naco.org/programs/jobsonline/Pages/JobOnlineSubmission.aspx](http://www.naco.org/programs/jobsonline/Pages/JobOnlineSubmission.aspx)

### **National Association of County Administrators (NACA)**

777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
Email: [naca@icma.org](mailto:naca@icma.org)

### **National Forum for Black Public Administrators (NFBPA)**

777 North Capitol Street NE, Suite 807  
Washington, DC 20002  
Phone: 202-408-9300

#### **NFBPA Career Center**

*Ad Rates/Information:* [careers.nfbpa.org/rates.cfm](http://careers.nfbpa.org/rates.cfm)

Phone: 1-866-964-2765

*E-mail (Job Posting Sales):* [postings@boxwoodtech.com](mailto:postings@boxwoodtech.com)

### **National League of Cities (NLC)**

1301 Pennsylvania Avenue NW, Suite 550  
Washington, DC 20004

#### **Nation's Cities Weekly Classifieds**

*Rates/Submissions:*

[www.nlc.org/news-center/nations-cities-weekly/classifieds/ncw-submit-classified](http://www.nlc.org/news-center/nations-cities-weekly/classifieds/ncw-submit-classified)

### **International Hispanic Network (IHN)**

2107 North First Street, Suite 470  
San José, CA 95131  
Phone: 408-392-0232

#### **Job Posting**

*Rates/Submissions:*

[www.ihnonline.org/jobsaddform.asp](http://www.ihnonline.org/jobsaddform.asp)

## STATE MUNICIPAL LEAGUES

### **Alabama League of Municipalities ([www.alalm.org](http://www.alalm.org))**

535 Adams Avenue  
Montgomery, AL 36104  
Phone: 334-262-2566

#### **Municipal Classified Ads**

*Posting Information:* [carrieb@alalm.org](mailto:carrieb@alalm.org)

### **Alaska Municipal League ([www.akml.org](http://www.akml.org))**

217 Second Street, Suite 200  
Juneau, AK 99801  
Phone: 907-586-1325

#### **AML Classifieds**

*Informational Brochure:*

[www.akml.org/uploads/MunicipalClassifiedAdGuidelines.pdf](http://www.akml.org/uploads/MunicipalClassifiedAdGuidelines.pdf)

Phone: 1-877-636-1325

Email: [info@akml.org](mailto:info@akml.org)



**League of Arizona Cities and Towns** ([www.azleague.org](http://www.azleague.org))

1820 West Washington Street  
Phoenix, AZ 85007  
Phone: 602-258-5786

**Municipal Employment Opportunities**

*Rates/Information:*

[www.azleague.org/index.cfm?fuseaction=jobs.main](http://www.azleague.org/index.cfm?fuseaction=jobs.main)

*Email:* [jobs@azleague.org](mailto:jobs@azleague.org)

**Arkansas Municipal League** ([www.arml.org](http://www.arml.org))

301 West 2nd Street  
North Little Rock, AR 72115  
Phone: 501-374-3484

**City & Town Municipal Mart**

*Rates/Information:*

[www.arml.org/classifieds.html](http://www.arml.org/classifieds.html)

*Submissions:* 501-374-3484

**League of California Cities** ([www.cacities.org](http://www.cacities.org))

1400 K Street, Suite 400  
Sacramento, CA 95814  
Phone: 916-658-8200

**Western Cities**

*Rates/Submissions:*

[www.westerncity.com/Western-City/](http://www.westerncity.com/Western-City/)

[Job-Opportunities/How-to-Post-a-Job](#)

**Colorado Municipal League** ([www.cml.org](http://www.cml.org))

1144 Sherman Street  
Denver, CO 80203  
Phone: 303-831-6411 or 1-866-578-0936

**CareerLink**

*Postings:* [www.cml.org/CareerLink.aspx](http://www.cml.org/CareerLink.aspx)

**Connecticut Conference of Municipalities** ([www.ccm-ct.org](http://www.ccm-ct.org))

900 Chapel Street, 9th Floor  
New Haven, CT 06510  
Phone: 203-498-3000

**Municipal Job Bank**

*Information/Rates/Submissions:*

[www.ccm-ct.org/Plugs/job-bank.aspx](http://www.ccm-ct.org/Plugs/job-bank.aspx)

**Delaware League of Local Governments** ([www.dllg.org](http://www.dllg.org))

P.O. Box 484  
Dover, DE 19903  
Phone: 302-678-0991

**\*Provides no employment listings\***

**Florida League of Cities** ([www.floridaleagueofcities.com](http://www.floridaleagueofcities.com))

301 South Bronough Street, Suite 300  
Tallahassee, FL 32301  
Phone: 850-222-9684 or 1-800-342-8112

**FLC E-News**

*Information/Submissions:*

[www.floridaleagueofcities.com/Publications.aspx?CNID=179](http://www.floridaleagueofcities.com/Publications.aspx?CNID=179)

*Phone:* 850-322-7221

**Georgia Municipal Association** ([www.gmanet.com](http://www.gmanet.com))

201 Pryor Street SW  
Atlanta, GA 30303  
Phone: 404-688-0472

**Classifieds/Marketplace**

*Submissions:*

[www.glga.org/SubmitListing.aspx](http://www.glga.org/SubmitListing.aspx)

*Phone:* 678-686-6209

**Hawaii** (none available)**Association of Idaho Cities** ([www.idahocities.org](http://www.idahocities.org))

3100 South Vista Avenue, Suite 310  
Boise, ID 83705  
Phone 208-344-8594

**Employment Opportunities**

*Information/Rates/Submissions:*

[www.idahocities.org/index.aspx?nid=213](http://www.idahocities.org/index.aspx?nid=213)

**Illinois Municipal League** ([www.iml.org](http://www.iml.org))

500 East Capitol Avenue  
Springfield, IL 62701  
Phone: 217-525-1220

**Classifieds**

*Information/Submissions:*

[www.iml.org/contact.cfm?user=rturner&subject=Submit%20Classified%20Ad](http://www.iml.org/contact.cfm?user=rturner&subject=Submit%20Classified%20Ad)

*Rates:* [www.iml.org/page.cfm?category=640](http://www.iml.org/page.cfm?category=640)

**Indiana Association of Cities and Towns**

([www.citiesandtowns.org](http://www.citiesandtowns.org))

200 South Meridian Street, Suite 340  
Indianapolis, IN 46225  
Phone: 317-237-6200

**Municipal Dispatch**

*Contact Publications and Marketing Director  
Staff Directory:*

[www.citiesandtowns.org/topic/subtopic.php?fDD=2-15](http://www.citiesandtowns.org/topic/subtopic.php?fDD=2-15)

**Iowa League of Cities** ([www.iowaleague.org](http://www.iowaleague.org))

317 Sixth Avenue, Suite 800  
Des Moines, IA 50309  
Phone: 515-244-7282

**Classifieds**

*Information/Rates/Submissions:*

[www.iowaleague.org/Pages/SubmitClassified.aspx](http://www.iowaleague.org/Pages/SubmitClassified.aspx)

**League of Kansas Municipalities** ([www.lkm.org](http://www.lkm.org))

300 SW Eighth Avenue  
Topeka, KS 66603  
Phone: 785-354-9565

**Kansas Government Journal (and online)**

*Rates:* [www.lkm.org/classifieds/jobs](http://www.lkm.org/classifieds/jobs)

*Submissions:* [classifieds@lkm.org](mailto:classifieds@lkm.org)

**Kentucky League of Cities** ([www.klc.org](http://www.klc.org))

100 East Vine Street, Suite 800  
Lexington, KY 40507  
Phone: 859-977-3700 or 1-800-876-4552

**City Job Opportunities Online**

*Submissions:* [www.klc.org/employment\\_post.asp](http://www.klc.org/employment_post.asp)

**Louisiana Municipal Association** ([www.lma.org](http://www.lma.org))

700 North 10th Street  
Baton Rouge, LA 70802  
Phone: 225-344-5001 or 1-800-234-8274

**Maine Municipal Association** ([www.memun.org](http://www.memun.org))

60 Community Drive  
Augusta, ME 04330  
Phone: 207-623-8428

**Job Bank and Classifieds**

*Information/Rates:*

[www2.memun.org/public/wantads/itemlist.cfm](http://www2.memun.org/public/wantads/itemlist.cfm)

*Submissions:* [ResourceCenter@memun.org](mailto:ResourceCenter@memun.org)

**Maryland Municipal League** ([www.mdmunicipal.org](http://www.mdmunicipal.org))

1212 West Street  
Annapolis, MD 21401  
Phone: 410-268-5514 or 1-800-492-7121

**Classifieds**

*Submissions:* [stevel@mdmunicipal.org](mailto:stevel@mdmunicipal.org)

**Massachusetts Municipal Association** ([www.mma.org](http://www.mma.org))

One Winthrop Square  
Boston, Massachusetts 02110  
Phone: 617-426-7272

**The Beacon (and online)**

*Information/Rates:*

[www.mma.org/ad-rates-and-details](http://www.mma.org/ad-rates-and-details)

*Submissions:* [www.mma.org/ad-submission-form](http://www.mma.org/ad-submission-form)

**Michigan Municipal League** ([www.mml.org](http://www.mml.org))

1675 Green Road  
Ann Arbor, MI 48105  
Phone: 734-662-3246 or 1-800-653-2483

**Classifieds**

*Information/Rates:*

[www.mml.org/classifieds/guidelines.html](http://www.mml.org/classifieds/guidelines.html)

*Submissions:*

[www.mml.org/classifieds/classifiedsform.php](http://www.mml.org/classifieds/classifiedsform.php)

**League of Minnesota Cities** ([www.lmc.org](http://www.lmc.org))

145 University Avenue West  
St. Paul, MN 55103  
Phone: 651-281-1200 or 1-800-925-1122

**City Job Opportunities**

*Information/Rates:*

[www.lmc.org/page/1/posting-city-jobs.jsp](http://www.lmc.org/page/1/posting-city-jobs.jsp)

*Submissions:* [HR-CityAds@lmc.org](mailto:HR-CityAds@lmc.org)

**Mississippi Municipal League** ([www.mmlonline.com](http://www.mmlonline.com))

600 East Amite Street, Suite 104  
Jackson, MS 39201  
Phone: 601-353-5854

**Classifieds**

[www.mmlonline.com/classifieds.aspx](http://www.mmlonline.com/classifieds.aspx)

*Contact MML Staff – Staff Directory:*

[www.mmlonline.com/contact.aspx](http://www.mmlonline.com/contact.aspx)

**Missouri Municipal League** ([www.mocities.com](http://www.mocities.com))

1727 Southridge Drive  
Jefferson City, MO 65109  
Phone: 573-635-9134

**Career Center**

*Information/Rates:*

[www.mocities.com/networking](http://www.mocities.com/networking)

*Submissions:* [tshaw@mocities.com](mailto:tshaw@mocities.com)

**Montana League of Cities and Towns** ([www.mlct.org](http://www.mlct.org))

208 North Montana Avenue, Suite 106  
Helena, MT 59601  
Phone: 406-442-8768

**Job Openings**

*Submissions:* Contact Office Manager

*Staff Directory:* [www.mlct.org/about-mlct/staff.html](http://www.mlct.org/about-mlct/staff.html)

**League of Nebraska Municipalities** ([www.lonm.org](http://www.lonm.org))

1335 L Street, #A  
Lincoln, NE 68508-2596  
Phone: 402-476-2829

**Job Postings**

*Information/Rates/Submissions:*

[www.lonm.org/careers.html](http://www.lonm.org/careers.html)

**Nevada League of Cities and Municipalities**

([www.nvleague.org/admin/about.htm](http://www.nvleague.org/admin/about.htm))

310 South Curry Street  
Carson City, NV 89703  
Phone: 775-882-2121

**New Hampshire Local Government Center** ([www.nhlgc.org](http://www.nhlgc.org))

25 Triangle Park Drive  
Concord, NH 03301  
Phone: 603-224-7447

**Classifieds**

*Information/Rates/Submissions:*

[www.nhlgc.org/classifieds/submitad.asp](http://www.nhlgc.org/classifieds/submitad.asp)

**New Jersey State League of Municipalities**

([www.njslom.org](http://www.njslom.org))

222 West State Street  
Trenton, NJ 08608  
Phone: 609-695-3481

**Classifieds**

*Information/Rates/Submissions:*

[www.njslom.org/classifieds\\_jobs.html](http://www.njslom.org/classifieds_jobs.html)

**New Mexico Municipal League** ([www.nmml.org](http://www.nmml.org))

1229 Paseo de Peralta  
Santa Fe, NM 87501  
Phone: 1-800-432-2036

**Classifieds**

*Information/Submissions:*

[www.nmml.org/blog/category/classifieds/positions-available](http://www.nmml.org/blog/category/classifieds/positions-available)

**New York State Conference of Mayors and Municipal Officials** ([www.nycom.org](http://www.nycom.org))

119 Washington Avenue  
Albany, NY 12210  
Phone: 518-463-1185

**Help Wanted Classifieds**

*Information/Submissions:*

[www.nycom.org/mn\\_class/helpwanted.asp#](http://www.nycom.org/mn_class/helpwanted.asp#)

**North Carolina League of Municipalities** ([www.nclm.org](http://www.nclm.org))

215 North Dawson Street  
Raleigh, NC 27603  
Phone: 919-715-4000

**Southern City, League Letter, and/or online:**

*Information:*

[www.nclm.org/resource-center/Pages/jobs.aspx](http://www.nclm.org/resource-center/Pages/jobs.aspx)

*Rates/Submissions:*

[www.nclm.org/programs-services/publications/Pages/southern-city.aspx](http://www.nclm.org/programs-services/publications/Pages/southern-city.aspx)

**North Dakota League of Cities** ([www.ndlc.org](http://www.ndlc.org))

410 East Front Avenue  
Bismarck, ND 58504  
Phone: 701-223-3518

**Municipal Ads – Job Opportunities**

[www.ndlc.org/index.asp?Type=B\\_BASIC&SEC={D835005A-831C-4BB1-BF46-7D93A07A0083}](http://www.ndlc.org/index.asp?Type=B_BASIC&SEC={D835005A-831C-4BB1-BF46-7D93A07A0083})

[www.ndlc.org/index.asp?Type=B\\_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A}](http://www.ndlc.org/index.asp?Type=B_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A})

*Contact NDLC Staff – Staff Directory:*

[www.ndlc.org/index.asp?Type=B\\_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A}](http://www.ndlc.org/index.asp?Type=B_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A})

[www.ndlc.org/index.asp?Type=B\\_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A}](http://www.ndlc.org/index.asp?Type=B_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A})

**Ohio Municipal League** ([www.omlohio.org](http://www.omlohio.org))

175 South Third Street, Suite 510  
Columbus, OH 43215  
Phone: 614-221-4349

**Classified Advertisements**

*Information/Rates/Submissions:*

[www.omlohio.org/Classifieds.htm](http://www.omlohio.org/Classifieds.htm)

**Oklahoma Municipal League** ([www.oml.org](http://www.oml.org))

201 Northeast 23rd Street  
Oklahoma City, OK 73105  
Phone: 405-528-7515

**Job Listings**

*Information/Rates/Submissions:*

[www.okml.webs.com/joblistings.htm](http://www.okml.webs.com/joblistings.htm)

**League of Oregon Cities** ([www.orcities.org](http://www.orcities.org))

1201 Court Street NE, Suite 200  
Salem, OR 97301  
Phone: 503-588-6550

**Personnel Recruitment – Jobs**

*Information/Rates/Submissions:*

[www.orcities.org/JobInterims/Job/tabid/816/  
language/en-US/Default.aspx](http://www.orcities.org/JobInterims/Job/tabid/816/language/en-US/Default.aspx)

*Available Interim Candidates:*

[www.orcities.org/JobInterims/Interims/tabid/  
5849/language/en-US/Default.aspx](http://www.orcities.org/JobInterims/Interims/tabid/5849/language/en-US/Default.aspx)

**Pennsylvania League of Cities & Municipalities**

([www.plcm.org](http://www.plcm.org))

414 North Second Street  
Harrisburg, PA 17101  
Phone: 717-236-9469

**Municipal Job Junction**

*Information/Rates/Submissions:*

[www.plcm.org/index.asp?Type=B\\_BASIC&SEC=  
{24C2F4FE-80F6-4E58-BA9F-53345F31E1D7}&DE](http://www.plcm.org/index.asp?Type=B_BASIC&SEC={24C2F4FE-80F6-4E58-BA9F-53345F31E1D7}&DE)

**Rhode Island League of Cities and Towns**

([www.rileague.org](http://www.rileague.org))

One State Street, Suite 502  
Providence, RI 02908  
Phone: 401-272-3434

**Available Positions**

*Information/Submissions:*

[www.rileague.org/site/classifieds/available.html](http://www.rileague.org/site/classifieds/available.html)

**Municipal Association of South Carolina** ([www.masc.sc](http://www.masc.sc))

1411 Gervais Street  
Columbia, SC 29211  
Phone: 803-799-9574

**Job Openings:**

*Information/Submissions:*

[www.masc.sc/municipalities/Pages/  
Postinganadvertisement.aspx](http://www.masc.sc/municipalities/Pages/Postinganadvertisement.aspx)

**South Dakota Municipal League** ([www.sdmunicipalleague.org](http://www.sdmunicipalleague.org))

208 Island Drive  
Fort Pierre, SD 57532  
Phone: 605-224-8654

**Classifieds**

*Information/Rates/Submissions:*

[www.sdmunicipalleague.org/index.asp?Type=  
B\\_JOB&SEC=%7B9C4C9345-D0E6-470D-A708-  
181FD9B26F51%7D](http://www.sdmunicipalleague.org/index.asp?Type=B_JOB&SEC=%7B9C4C9345-D0E6-470D-A708-181FD9B26F51%7D)

**Tennessee Municipal League** ([www.tml1.org](http://www.tml1.org))

226 Capitol Boulevard, Suite 710  
Nashville, TN 37219  
Phone: 615-255-6416

**Classifieds**

*Contact Administrative Assistant – Staff Directory:*

[www.tml1.org/staff.php?ln\\_ses=1%7C4](http://www.tml1.org/staff.php?ln_ses=1%7C4)

**Texas Municipal League** ([www.tml.org](http://www.tml.org))

1821 Rutherford Lane, Suite 400  
Austin, TX 78754  
Phone: 512-231-7400

**Career Center**

*Information/Submission:* [www.tml.org/careercenter.asp](http://www.tml.org/careercenter.asp)

**Utah League of Cities and Towns** ([www.ulct.org](http://www.ulct.org))

50 South 600 East, Suite 150  
Salt Lake City, UT 84102  
Phone: 801-328-1601 or 1-800-852-8528

**Job Bank**

*Submissions:* [www.ulct.org/jobbank/index.html](http://www.ulct.org/jobbank/index.html)

**Vermont League of Cities & Towns** ([www.vlct.org](http://www.vlct.org))

89 Main Street, Suite 4  
Montpelier, VT 05602  
Phone: 802-229-9111

**Classifieds**

*Information/Rates/Submissions:*

[www.vlct.org/marketplace/classifiedads](http://www.vlct.org/marketplace/classifiedads)

**Virginia Municipal League** ([www.vml.org](http://www.vml.org))

13 East Franklin Street  
Richmond, VA 23219  
Phone: 804-649-8471

**Marketplace – Jobs in Local Government**

*Information/Rates/Submissions:*

[www.vml.org/JOBS/JObs.html](http://www.vml.org/JOBS/JObs.html)

**Association of Washington Cities** ([www.awcnet.org](http://www.awcnet.org))

1076 Franklin Street SE  
Olympia, WA 98501  
Phone: 360-753-4137

**JobNet**

*Information/Submissions:*

[www.awcnet.org/Jobnet/ForEmployers.aspx](http://www.awcnet.org/Jobnet/ForEmployers.aspx)

**West Virginia Municipal League** ([www.wvml.org](http://www.wvml.org))

2020 Kanawha Boulevard

Charleston, WV 25311

Phone: 304-342-5564 or 1-800-344-7702

**Classifieds**

*Information/Submissions:* [wvml@wvml.org](mailto:wvml@wvml.org)

**League of Wisconsin Municipalities** ([www.lwm-info.org](http://www.lwm-info.org))

122 West Washington Avenue, Suite 300

Madison, WI 53703

Phone: 608-267-2380

**Classifieds**

*Information/Rates/Submissions:*

[www.lwm-info.org/index.asp?Type=B](http://www.lwm-info.org/index.asp?Type=B)

[JOB&SEC = %7B428BF440-C1B3-494D-](http://www.lwm-info.org/index.asp?Type=B)

[8B98-837FE87BCFCA%7D](http://www.lwm-info.org/index.asp?Type=B)

**Wyoming Association of Municipalities** ([www.wyomuni.org](http://www.wyomuni.org))

315 West 27th Street

Cheyenne, WY 82001

Phone: 307-632-0398

**Classifieds**

*Information:*

[www.wyomuni.org/index.asp?Type=B](http://www.wyomuni.org/index.asp?Type=B)

[JOB&SEC = {AE206698-9002-49A0-983C-9CFCD28D226}](http://www.wyomuni.org/index.asp?Type=B)

*Submissions:* [wam@wyomuni.org](mailto:wam@wyomuni.org)

## Appendix D:

# Potential Interview Questions<sup>3</sup>

It is suggested that each member of the governing body ask the same question(s) of each candidate.

### Candidate Traits/Experience/ Qualifications

1. Provide a brief summary of your education and work experience.
2. Please briefly describe your experience with
  - a. Land use planning
  - b. Economic development/redevelopment
  - c. Tax increment financing
  - d. Business attraction and retention programs
  - e. Beautification programs
  - f. Business assistance programs—e.g., façade improvement, code compliance
  - g. Annexation
  - h. Subdivision policies and regulations, particularly as they relate to storm-water management
  - i. Zoning
  - j. Building code administration
  - k. Municipal facilities expansion—in particular, water and wastewater utility expansions
3. How would you describe your leadership and management styles?

### Interaction with Governing Body

1. What do you perceive to be the chief administrator's role in working with the governing body, local government attorney, and clerk?
2. What are your expectations of the governing body in relation to
  - a. Yourself
  - b. Other staff
3. How and when do you communicate with the governing body?

### Candidate Thoughts on Role of Administrator

1. In your opinion, what role should the administrator have in the community?
2. Do you believe the administrator should be an active member of a service or fraternal organization? If yes, why?
3. How do you deal with the news media?
4. How do you deal with special-interest or single-interest groups?
5. What is the best way for an administrator to deal with an angry constituent?

### Personnel Experience

1. How and when do you delegate responsibility and authority?
2. Have you ever been at the bargaining table and been actively engaged in negotiating an agreement?
3. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such process(es) including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. How do you educate, encourage, and motivate your staff?
6. Are you familiar with state and federal laws relating to nondiscrimination, sexual harassment, employees with disabilities, and equal opportunity?
7. Have charges of violation of state or federal employment laws or a grievance ever been filed against you or your city? Please explain.
8. What experience have you had in the preparation and implementation of personnel rules, regulations, procedures, and compensation plans? Please describe.

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<sup>3</sup> Adapted from the Illinois City/County Management Association's *A Guide to the Recruitment and Selection of a Chief Administrative Officer*.

9. What is your experience with employee benefits administration, group health insurance, and risk management?
10. What in your opinion is the most serious issue today in local government personnel management?
11. How and when should private sector resources (e.g., contractors) be used to provide village services?

## Financial Management Experience

1. Is there a difference between a financial plan and a budget? If so, please explain how they differ.
2. Are/were you the designated budget officer for your local government? Did you prepare and present the budget to the council, and upon adoption, were you responsible for implementation? Please explain the outcomes of various budget processes and any challenges you encountered through budget development through council adoption.
3. What is your experience with debt financing? Please give an example.
4. Have you secured and administered any type of loans or grants? Please give an example.
5. Describe the most successful capital improvement project you were responsible for and what made it successful?
6. Have you reviewed our annual budget and/or annual report? If yes, what is your impression of our financial condition?
7. What is your opinion of “pay as you go” financing of maintenance and capital projects? Special assessments? Special taxing districts?

8. What type of financial reports do you provide the elected body and with what frequency?
9. Have you read our comprehensive or general plan? What are your impressions or thoughts?

## Intergovernmental Relations Experience

1. What experience have you had in dealing with
  - a. Councils of government/intergovernmental agencies?
  - b. County government?
  - c. Other local governments (schools, parks, etc.)?
  - d. State agencies?
  - e. Federal agencies?
  - f. State legislature?
  - g. Congress?
2. Do you feel comfortable “lobbying”?

## External Organizational and Professional Association Relations

1. Have you been an active participant in the activities of a statewide municipal league, statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give examples of your activities.
2. Are you an ICMA Credentialed Manager? If so, how do you fulfill your annual professional development requirement?

# Relations with Applicants—Do's and Don'ts

### Do:

- Keep all candidates informed of their status at all times.
- Identify one point of contact through which everything flows, including contacts with candidates, reference checks, etc., in order to ensure that the information, messages, and details are consistent and that the process is fair and equitable.
- Keep all information strictly confidential throughout the entire recruitment and selection process unless state law requires otherwise.
- Create an outreach strategy that will ensure a diverse candidate pool.
- After carefully reviewing all applicant submittals, select a short list of the most promising candidates.
- While maintaining the confidentiality, carefully check educational credentials and references on those candidates judged best qualified.
- Invite those candidates judged best qualified for initial interviews at the local government's expense.
- Send the candidates under consideration an information packet that may include the outreach brochure and copies of your government's budget, charter, annual report, and other pertinent documents; or provide the information on where to find this material on the agency's website.
- Pay expenses of the candidates invited to a second interview (and of their spouses/partners, if applicable).
- Perform detailed background checks on the final candidate(s).
- Visit, if possible, the local governments in which the most promising candidates work.
- Be prepared to enter into a formal written employment agreement with the successful candidate.
- Promptly notify all other candidates once the selection has been made and the position has been accepted. However, it is best to wait until the selected finalist has accepted the position and the agency and candidate have mutually agreed to the provisions of the employment contract.

### Don't:

- Let the selection process last too long.
- Expect to get all the necessary information about the candidates from written material.
- Forget that you are seeking overall management ability, not technical competence in one specialized field.
- Forget to consider candidates who are assistant managers as well as current managers
- Overlook the need for candidates to possess municipal administrative experience and the advantages or value of college or university training, post degree training, and continued professional development.
- Release for publication any names or local governments of candidates unless state law requires it.



# ICMA Model Employment Agreement

## Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

## Section 1: Term

### **Recommended**

A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

### **Option 2**

The term of this agreement shall be for an initial period of [#] years from [date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

## Section 2: Duties and Authority

Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

## Section 3: Compensation

### **Recommended**

- A. Base Salary: Employer agrees to pay Employee an annual base salary of [\$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
- B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
- C. Consideration shall be given on an annual basis to increase compensation.

### **Option 1**

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

### **Option 2**

The Employer agrees to increase the compensation by [%] each year.

### **Option 3**

The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

### **Option 4**

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

## Section 4: Health, Disability and Life Insurance Benefits Recommended

- A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for

the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.

- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

#### **Option 1**

- A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

#### **Option 2**

- 1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall

cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

## **Section 5: Vacation, Sick, and Military Leave**

### **Recommended**

- A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
- B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.
- C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.
- D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

### **Additional Option**

- 1. The Employee shall annually be credited with five (5) days of executive leave.

## **Section 6: Automobile**

The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

### **Option 1 - Monthly Vehicle Allowance**

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other

salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by [% or \$] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a \_\_\_\_ mile (recommended fifty (50) mile) radius of [local government office].

#### **Option 2 - Employer Provided Vehicle**

The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

## **Section 7: Retirement**

### **Recommended**

1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.
2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [\$], or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value

of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

### **Option 1**

Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

### **Option 2**

The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

**2A. Option:** The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

### **Option 3**

The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

**3A. Option:** The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

## **Section 8: General Business Expenses**

### **Recommended**

1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.
2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official functions for Employer, including but not limited

to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

#### **Option 1**

**Technology:** The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

## **Section 9: Termination**

#### **Recommended**

For the purpose of this agreement, termination shall occur when:

1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.
2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.
5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

#### **Option 1**

In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

## **Section 10: Severance**

Severance shall be paid to the Employee when employment is terminated as defined in Section 9.

If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:

1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire them in an amount not to exceed [\$10,000 to \$15,000 recommended], and
6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

## Section 11: Resignation

In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

## Section 12: Performance Evaluation

Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

## Section 13: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

## Section 14: Outside Activities

The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

## Section 15: Moving and Relocation Expenses

### **Recommended**

Employee agrees to establish residence within the corporate boundaries of the local government, if required, within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

- A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.
- B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name]. Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.
- C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.
- D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.
- E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.
- F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

### **Option 1**

The Employer shall pay a lump sum payment of [\$] to the Employee to cover relocation costs.

## Section 16: Home Sale and Purchase Expenses

### **Recommended**

- A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing

costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [\$].

- B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [\$].

#### **Option 1**

Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

#### **Option 2**

Employer shall provide Employee with a \_\_\_\_\_ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed \$\_\_\_\_\_. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

#### **Option 3**

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [% ] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an

amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

### **Section 17: Indemnification**

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which

the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.

## Section 18: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

## Section 19: Other Terms and Conditions of Employment

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

A. Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

## Section 20: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

- (1) EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
- (2) EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

## Section 21: General Provisions

- A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.
- B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.
- C. Effective Date. This Agreement shall become effective on \_\_\_\_\_, \_\_\_\_.
- D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

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*Leaders at the Core of Better Communities*

OUTLINE OF PROCESS USED  
IN 2012 TO SELECT THE CURRENT  
TOWN MANAGER

### **Actions Taken by BMT in 2012 TM Search:**

- Reached out to ICMA upon the resignation of Maria Davis to obtain assistance in the TM search from the Range Riders program
- Obtained information from Kurt Bressner regarding the assistance available and presented it to the Town Commission at the 2/15/2012 Commission meeting
- When Jamie Titcomb came on board as Interim TM, prepared a draft TM ad for review and feedback by Jamie, and submittal to Kurt. ICMA then further developed the ad for placement at the ICMA website
- All TM applications were submitted to BMT, who in turn submitted them to Kurt and Mark Durbin for review. 71 applications were received
- Worked with Kurt and Mark in reviewing the resumes and determining who should be interviewed (17)
- Developed appropriate telephone employment reference check form for the position of TM
- Conducted criminal background checks, credit checks, media checks, and telephone employment reference checks and degree verifications on each applicant to be interviewed
- On several occasions, prepared the agenda material and back-up for presentation to the Commission regarding the progress of the TM search
- Prepared the applicant workbooks for presentation to the Commission which contained copies of the applications, resumes, etc. and back-up materials (that could be placed on the public record)
- Facilitated the selection by the Commission at the 5/2/2012 Commission meeting of the finalists (and two alternates) to be interviewed on 6/16/2012
- Planned and facilitated all events that took place on interview day, including setting up the interview schedule, the continental breakfast logistics, and arranging for staffing for the TM interview day activities
- Facilitated the selection of the TM manager finalist at the 6/20/2012 Commission meeting

### Update Interim CM Posting ( All Dates Tentative and Subject to Change)

Date	Activity
1/03/2012	Web Posting Finalized
1/04/2012	Interim CM position Posted on the following sites; 1. City of Lake Worth 2. Florida League of Cities 3. Employ Florida.Com 4. Government Jobs.Com
1/19/ 12	Posting removed from all Job Boards removed ( <b>Unless Otherwise Directed</b> )
1/26/12	Last date resumes and credentials will be accepted for the interim role.
2/7/12	Interim CM Applicant Review aka Which Applicants will be interviewed? (Screening Team / City Commission)
2/8 to 2/21	Background and Reference Checks** a. Completion of Employment Application b. Degree Verification c. Professional Credentials Verification d. Reference Check e. Criminal Background Check f. Credit Check (?) <b><i>**It is recommended for this to be completed done prior to interviewing any candidate.</i></b>
2/22 to 3/9	Interim CM Applicant Interviews ( <b><i>Will Individual or Panel interviews be conducted still needs to be determined</i></b> )
3/13 to 3/20	Employment Contract Development Extend Employment Offer / Introductory Meetings with Sr. Staff
3/26 – 4/2	Anticipated Start Date

### Interim CM Application and Screening Process

- Interim CM applicant Resumes will be received in the [HR@lakeworth.org](mailto:HR@lakeworth.org) inbox.
- Resumes sent directly to the City Commission can be forwarded to HR Director, Mark Farrington for action.
- HR will log the resumes/credentials received, scanning them into an Interim City Manager Applicant folder (database).

- Effective every Thursday morning, HR will send applicant resumes (PDF files) to the City Commission, Kurt Bressner, HR Director, Mark Farrington and the City Clerk, Pam Lopez.
- Letters of interest and resumes received prior to the posting have been sent to the Commission and City Clerk's office on 12/22/11.
- HR will confirm receipt of every resume and commit to providing a status update following a review of their credentials and experience.
- The resume screening team will consist of Kurt Bressner, Another ICMA Range Rider and the Human Resources Director, Mark Farrington. They will evaluate and rate the Interim applications, bringing forward recommendations to the City Commission on which top five (5) applicants should be assessed further.
- The City Commission will then instruct HR on their final decision as to which candidates they wish to interview.
- Prior to the Commission's interviewing of a candidate it is recommended that the candidate submit an official employment application, which will allow HR the right to execute a background check, and all other pre-employment requirements.
- Candidates identified will be scheduled for interviews with the City Commission members by HR.
- Each Commissioner will be asked to complete a candidate evaluation form (documents to be provided later) where they will assess the candidates fit for the Interim City Manager role and make a hiring recommendation.
- At the conclusion of the interview process, Kurt Bressner will facilitate a consensus meeting with the City Commission to reach a decision on which candidate will be successful.
- Prior to offering the role, senior staff should be granted the opportunity to meet with the final candidates to discuss practices, philosophies of leadership and expectations.

**Post Interview / Selection Process** : Subsequent to the selection of an interim CM, the following pre-employment steps will be completed by HR:

- Notification of Required Ethics Training
- Pre-employment physical / Drug Screen
- Press Release Jointly Developed with the City Clerk's office.

<b>Date</b>	<b>Activity</b>
12/2804	CM Profile Questionnaire Completed
1/6-1/9	City Commission Interviews (K. Bressner)
1/10-1/13	Profile Finalization and Publication (mock up)
1/17	Get approval to distribute Profile through various posting sites <ol style="list-style-type: none"> <li>1. City of Lake Worth</li> <li>2. Florida League of Cities (Free)</li> <li>3. Employ Florida.Com (Free)</li> <li>4. Government Jobs.Com (\$150.00)</li> <li>5. ICMA (\$500.00 fee)</li> </ol>
1/19 -23	Posting of the available opportunity / Distribute Profiles to ICMA chapters, other professional organizations.
1/23 – 2/20	Resumes and Credentials Received
2/20	Remove Posting
2/27	Last date resumes/ credentials will be accepted
3/13	Candidate Review Completed
3/20- 3/27	City Commission determines which Candidates to Interview <b>(Role of Screening Team tbd)</b>
3/29 to 4/13	Background and Reference Checks** <ol style="list-style-type: none"> <li>a. Completion of Employment Application</li> <li>b. Degree Verification</li> <li>c. Professional Credentials Verification</li> <li>d. Reference Check</li> <li>e. Criminal Background Check</li> <li>f. Credit Check (?)</li> </ol> <p><b>**It is recommended for this to be completed done prior to interviewing any candidate.</b></p>
4/13 – 4/26	Candidate Interviews
4/26 – 5/8	Commission considers candidates and reaches agreement on a preferred candidate.
5/1-5/8	Preferred Candidates meet with Sr. Staff
5/15 – 5/25	Employment Contract Development
6/4-6/18	Tentative Start Date

### **Full Time CM Sourcing Go Forward Steps (All dates are Time Approximate)**

Kurt Bressner and Staff have developed a format for the City Manager Profile which the City Commission will be asked to assess the importance of each skill, attribute or accountability to the selection process on a 1-5 scale (1= low and 5= high) as it relates to importance to the City and importance to the City Manager Job.

This will lead us to the clear establishment and communication of what this individual is being recruited to accomplish for the City of Lake Worth. This will be accomplished by distinguishing between the “Must have” and “Nice to have” criteria. Using a scale like this will help determine the degree of



difference on a particular skill/ experience or competency. Where there are major perceived gaps between the importance of a skill to the city and to the job, discussions with the principles will help rectify ambiguity .

As of now, we will be proceeding with the posting of the interim CM role.



*Leaders at the Core of Better Communities*

**To:** Lake Park Town Commission, Jamie Titcomb, Interim Town Manager and Bambi McKibbin-Turner, Human Resources Director

**From:** Kurt Bressner, ICMA/FCCMA Range Rider

**Date:** March 15, 2012

**Subject:** Review of Resumes for Town Manager Position – Lake Park

The Town Commission has authorized staff to place an advertisement for the Town Manager position. ~~The advertisement was posted at the following sites:~~

- Town of Lake Park website (no charge)
- Lake Park Cable Channel 18 (no charge)
- Florida League of Cities (FLC), which includes the Florida City/County Management Association publications, the FLC Datagram, and the daily email-based publication entitled *Ken Small's CM's* (no charge)
- Palm Beach County League of Cities (no charge)
- International City/County Management Association (ICMA), which includes the ICMA Newsletter, Job Opportunities Bulletin and the ICMA Career Network (\$334.00)
- Employ Florida website, which includes Americas Job Exchange, and US Job (no charge)
- The Job Spider website, which includes Simply Hired and JuJu (no charge)
- Post Job Free website (no charge)

The deadline for submission of applications cover letters setting forth salary expectations and requirements, resumes and the Release of Information and Contact Information Forms was March 14, 2012.

When the Town Commission reviewed this matter on February 1, 2012 the following basic attributes taken from other ICMA position announcements for chief executive officers (City/Town/County Managers):

- Consensus builder
- Decisive; good judgment
- Excellent communicator to the public, employees, Commissioners
- Honest, ethical, moral
- Willing to work whatever hours are needed
- Outstanding leadership skills
- Keeps composure at all times
- Sensitive to others' needs and positions
- Keeps current on city/county projects
- Willing to be innovative
- Available

- Timely executes Commission policy
- Treats everyone with respect; even-handed
- Cooperates with other governments
- Recruits and retains competent staff
- Decentralized management style, but holds people accountable
- Believes in strategic planning
- Ambassador for the city/county
- Outgoing, confident, positive, proactive, approachable
- Good listening skills
- Demands accountability, and willing to be held accountable

Additional attributes that your staff has suggested being included as follows:

- Strong knowledge of municipal government
- Good presentation skills
- Understanding of the municipal budget process
- Verifiable documentation that the applicant meets the minimum qualifications required for the position
- Completeness of application submittals (i.e., cover letter and resume)

These are very good additions to the original list.

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### Selection of Candidates

I recommend that the Town Commission consider selecting five to seven candidates for interview. Five candidates with two alternates is recommended in the event one or more of the five candidates opt out of the recruitment process.

The selection of the candidates may be accomplished using the following basic procedure:

1. Each resume and cover letter submitted to the Human Resources Department by the deadline should be made available to the entire Town Commission regardless of qualifications. It is recommended that the resumes and cover letters also be posted on the Town Web Site for public viewing.
2. The Town Commission Council at its option may wish to authorize your staff to review the resumes and select in the range of 10-12 semi-finalists. The screening would be done based on the review of the resume and supporting documents applied to the above basic attributes. An alternate to this process would be for your Human Resources Director, Interim Town Manager and myself to review the resumes and cover letters with the same target range of 12-15 semi-finalists. If the Interim Town Manager prefers not to review applicants, a third Range-Rider can be asked to review the resumes. The entire review process can be completed in one to two weeks. *NOTE: Under Florida Law, a resume screening team may not meet or discuss the resumes among themselves. To do so would be considered a meeting. In addition, the screening committee would review the knowledge, skills and abilities of the applicants and provide their own individual recommendation of semi-finalists.* The Town Commission, at their option, could review all applications to select semi-finalists. Once a pool of semi-finalist we're selected (by either process) the applicants would be required to submit the completed Town Employment Application Form and Authorization for Credit Investigation thereby providing provide consent for a background review and credit check. Preliminary education and professional background, a media check and reference checks would be

conducted by the Human Resources Director on the semi-finalists. A criminal, litigation and credit background also be performed by appropriate parties.

3. Each member of the Town Commission would select five candidates they wish to consider for interviews. This would be done on their own using their own criteria. The pool of candidates to be reviewed can either be the entire pool of candidates or the 10-12 semi-finalists as screened by either the Human Resources Director or the resume screening team.
4. The Town Commission would meet at a regular or special Town Commission meeting to discuss and select the five finalists and two alternates. The names should be approved by a voice or roll call vote.
5. The selected candidates for interview. (Five for interview and two as alternates) would be notified of their status and asked to confirm their continued interest.
- 5.
6. The candidates selected for interviews would be invited to Lake Park\* for interviews can be in three parts: individual interviews between the candidates and each Town Commission member of about 20 minutes each, a public interview of each candidate by the entire Town Commission at a posted Town Commission meeting and finally, and optional "meet and greet" session with the candidates as a group to meet members of the community and staff.
7. Thereafter, probably in the following week, the Town Commission would meet in a public session to select the final candidate. The Town Attorney would be responsible for preparing and presenting employment conditions and compensation based on direction to by the Town Commission.
8. Assuming agreement, the successful candidate would be formally appointed as Town Manager by the Town Commission with the approved starting date and conditions of employment included in the Commission action.

The above procedure is based on how other communities have conducted a City/Town Manager search. It also is similar to the process that Lake Park followed in 2006. This process was open and fair to the applicants.

*\* It is usual and customary for travel expenses of the finalists to be reimbursed. The Town of Lake Park's policy states that in certain limited circumstances, the Town may provide reimbursement for interview expenses to applicants being considered for managerial exempt positions (i.e., Department Heads and above) and in no event shall exceed \$2,500. The State of Florida Travel Policy or local travel policy should be used to determine the reimbursement. The basis of reimbursement and limits should be shared with candidates before they make travel arrangements.*

**Commented [B1]:** Kurt: I think this should state that the amount should be as provide by law.

#### **Concluding remarks:**

It is expected that there will be considerable interest in the Lake Park Town Manager position. The Town is a dynamic and vibrant community with many complicated issues that serve as a challenge to a well-motivated, seasoned city manager. I recommend that the Town Commission seek a qualified, experienced city manager, county administrator or assistant/deputy city/county manager of a larger city or county where the assistant/deputy has demonstrated supervisory experience.

As a Range Rider, I can assist the Town in reviewing qualifications of internal or external candidates for Town Manager.

**Exhibits to Report:**

Sample RFP language for a City Manager Search – the language provides a good overview of a search process also.

Desired Characteristics of a City Manager or Administrator provided by Mark Durbin, Florida Range Rider.

Excerpts from ICMA listings of key words used in recruitment of City Managers and Administrators – provided by Paul Sharon, Florida Range Rider.

**2011 PEPiE Salary Data**

- Agency/City/County Managers Compensation 2011
- Deputy/Assistant Agency/City/County Compensation 2011

*Note: PEPiE is a comparative salary and benefit database for Florida cities and counties. It is a good basic source of information.*

Town of Lake Park Town Manager Position Announcement as Per ICMA, dated February 27, 2012.

ICMA/FCCMA Range Rider Brochure

Respectfully submitted,

Kurt Bressner, ICMA-CM  
FCCMA/ICMA Range Rider – District 7  
[kbressner@gmail.com](mailto:kbressner@gmail.com)  
561-436-2328

KB: 03/13/12, 03/15/12

*Sample RFP language for a City Manager Search – the language also provides a good overview of a search process. (Source: Colin Baenziger and Assoc) - illustrative Language only)*

**Excerpts from Roanoke, Virginia RFP for City Manager Selection – 2009**

**SECTION 6. SERVICES AND/OR ITEMS REQUIRED.**

The following are the services and/or items that the successful Offeror will be required to provide to the City and should be addressed in each Offeror's proposal.

**A description and/or listing of the services and/or items that the successful Offeror will be required to provide to the City under this RFP are those that are set forth below and/or referred to in any way in the sample contract, any terms and conditions, and/or any attachments to this RFP.**

**Each Offeror should carefully read and review all such items and should address such items in its proposal. However, the final description of the services and/or items to be provided to the City under this RFP is subject to negotiations with the successful Offeror, and final approval by the City.**

The firm shall specialize in recruitment for municipal organizations, as defined in the Scope of Work, and/or have extensive executive-level personnel recruitment experience. To be eligible to respond to this RFP, the proposing firm must demonstrate that they, or the principals assigned to the project, have successfully completed services, similar to those specified in the Scope of Work section of this RFP, to organizations similar in size and complexity to the City.

Specifically, the City of Roanoke is seeking the services of a qualified Offeror to provide the following services:

1. Assist the City to develop a job description, strategy and process for carrying out the recruitment of a City Manager, including outreach to encourage applicants from diverse backgrounds to apply.
2. Conduct two (2) public meetings in an effort to gather citizen input into the selection process.
3. Identify potential contacts and conduct personal outreach recruiting to include posting the position through national channels. Assist the City in preparing and placing advertisements for the position in appropriate industry job services.
4. Review resumes for background and qualifications followed by telephone and/or video interviews to clarify each applicant's experience and to prepare a written summary of 10 to 15 candidates with the most promising qualifications for the position.
5. Evaluate candidates for serious consideration (five to six candidates) by conducting in depth reference checks with individuals who are or have been in a position to evaluate the candidate's performance on the job. Through these reference checks, ascertain the candidate's strength in personal dimensions identified by the job description as well as the contractor's interviews with stakeholders.
6. Finalize and participate in a process with the City for interviews and coordinate candidates' participation in interviews.

7. Debrief with the City following interviews and identify additional candidates if necessary.
8. Verify selected candidates' educational background, and conduct criminal, financial, media and civil litigation checks.
9. In the event politically sensitive or potentially embarrassing issues arise from the candidate's background, conduct in-depth interviews with the principal parties to clarify the event and clearly present to the City a picture of the event.
10. Notify rejected applicants.
11. In the event that the selected candidate leaves employment with the City before a period of one year, an additional recruitment and selection process will be conducted at no cost to the City.

**SECTION 7. ~~EVALUATION CRITERIA.~~ (Note: This is evaluation criteria to select a search consultant not candidates for Town Manager.)**

~~Offerors will be evaluated for selection on the basis of those most qualified to meet the requirements of this RFP. Major criteria to be considered in the evaluation may include, but shall not necessarily be limited to the items referred to above and those set forth below:~~

- ~~A. The background, education and experience of the Offeror in providing similar services or items elsewhere, including the level of experience in working with municipalities and the quality of services performed or items supplied.~~
- ~~B. Reasonableness/competitiveness of proposed fee and/or benefits to the City, although the City is not bound to select the Offeror who proposes the lowest fees or most benefits for services. The City reserves the right to negotiate fees and/or benefits to the City with the selected Offeror(s).~~
- ~~C. The Offeror's responsiveness and compliance with the RFP requirements and conditions.~~
- ~~D. Determination that the selected Offeror has no contractual relationships, which would result in a conflict of interest with the City's contract.~~
- ~~E. The Offeror's ability, capacity, and skill to fully and satisfactorily provide the services and/or items required in this RFP.~~
- ~~F. The quality of Offeror's performance in comparable and/or similar projects.~~
- ~~G. Whether the Offeror can provide the services in a prompt and timely fashion.~~

*Desired Characteristics of a City Manager or Administrator provided by Mark Durbin, Florida Range Rider.*

**DESIRED CHARACTERISTICS OF A CITY/COUNTY MANAGER**

1. Consensus builder
2. Decisive; good judgment
3. Excellent communicator to public, employees, Commissioners



4. Honest, ethical, moral
5. Willing to work whatever hours are needed
6. Outstanding leadership skills
7. Keeps composure at all times
8. Sensitive to others' needs and positions
9. Keeps current on County projects
10. Willing to be innovative
11. Available
12. Timely executes Commission policy
13. Treats everyone with respect; even-handed
14. Cooperates with other governments
15. Recruits and retains competent staff
16. Decentralized management style, but holds people accountable
17. Believes in strategic planning
18. Ambassador for the City/County
19. Outgoing, confident, positive, proactive, approachable
20. Good listening skills
21. Demands accountability, and willing to be held accountable

*Excerpts from ICMA listings of key words used in recruitment of City Managers and Administrators – provided by Paul Sharon, Florida Range Rider*

#### **Position Profile Trait Examples**

Actual samples extracted from recent ads in ICMA Newsletter

"...demonstrated leadership capabilities..."

"...fiscal acumen..."

"...excellent communication & interpersonal skills..."

"...employee/citizen relations (skills)..."

"...labor & contract negotiations (skills)..."

"...technical knowledge of municipal operations..."

" financial & budget preparation (skills)..."

"...bondable..."

"...progressive, proactive, community-oriented leader..."

"...community & economic development (skills)..."

"...community-oriented problem solving..."

"... (experience) achieving community consensus around critical issues..."

"...integration of technology into municipal operations..."

"...establishing strategic goals & priorities..."

"...customer service orientation..."

"...strong interpersonal skills..."

"...facilitating a community vision & implementing action plans..."

"...strong commitment to customer-focused government..."

"...redevelopment, economic development & financial management experience..."

"...strong interpersonal & consensus building skills..."

"... (commitment to) team/participative management..."

"... (experience in) personnel management..."  
 "... (experience in) intergovernmental relations..."  
 "... (experience in) utility management..."  
 "...considerable community involvement & working with volunteers..."  
 "...knowledge of new technology..."  
 "...skills/knowledge involving (state) laws..."  
 "...understanding of public financing..."  
 "...grant writing (skills)..."  
 "...conservative fiscal management..."  
 "...infrastructure replacement & development (experience)..."  
 "...human resources development..."  
 • strategic & long-range planning...  
 "...knowledge of principles & management of city government..."  
 "...capacity to address problems in proactive manner

## Town Manager

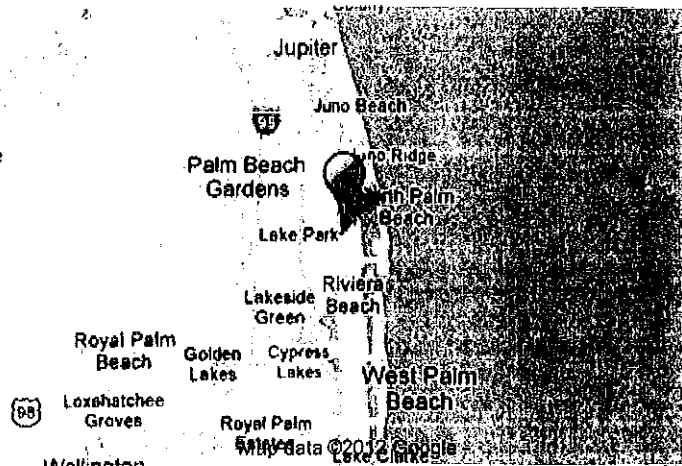
Town of Lake Park, FL

POSTED 27 Feb 12  
DEADLINE 14 Mar 12  
SALARY  
REFERENCE # Town Manager  
JOB FUNCTION Chief Administrative Officer  
TYPE Full Time  
RELATED TOPICS

[Council-Manager Form of Government](#)

[Management](#)

*Rec'd 71 applications*



JOB LOCATION 535 Park Ave , Lake Park, FL  
POPULATION 8,721  
WEBSITE [www.lakeparkflorida.gov](http://www.lakeparkflorida.gov)  
TYPE Town  
ADDRESS 535 Park Ave  
Lake Park , FL 33403-2603

FORM OF GOVT Council-Manager (City)

RECOGNITION Chief appointed official position was recognized by ICMA in 1961 as a Council-Manager position.

#### TOWN OF LAKE PARK

535 Park Avenue

Lake Park, Florida 33403

Town Manager. A diverse, artistic, waterfront community with a population of 8,155 located in sunny Palm Beach County on the east coast of Florida is seeking a qualified individual to fill the position of Town Manager and serve as the Executive Director of the Town's Community Redevelopment Agency. The Town is a Commission/Manager form of government where the Town Manager works under the legislative direction of the Town Commission. The ideal candidate will perform highly responsible administrative and management work in the implementation of policy as established by the Town Commission and in the efficient and effective performance of municipal government. The ideal candidate must possess a demonstrated record of strong leadership, financial management and a thorough understanding of the municipal budget process; the ability to establish and maintain open communication with the community and as well as cooperative relationships with other governmental entities, various community groups and other stakeholders; and, experience in working with Community Redevelopment Agencies.

Applicants must possess a bachelor's degree in Public Administration or a closely related field from an accredited college or university and possess at least five (5) years of experience as a full-time employee in Public Administration at the administrative level.

The Town offers a competitive salary depending upon qualifications and full benefits package. Please state your salary expectations and requirements in your cover letter. Deadline: March 14, 2012.

Submit cover letter, current resume and completed Release of Information and Contact Information Form to the Human Resources Department, Lake Park Town Hall, 535 Park Avenue, Lake Park, Florida 33403. Release of Information and Contact Information Form may be downloaded from the Employment Opportunities page at the Town's website at [www.lakeparkflorida.gov](http://www.lakeparkflorida.gov). Incomplete submittals will not be processed. All applicants shall be subject to a criminal background check. Phone: 561-881-3300. An Equal Opportunity Employer.

#### HOW TO APPLY

Submit cover letter, current resume and completed Release of Information and Contact Information Form to the Human Resources Department, Lake Park Town Hall, 535 Park Avenue, Lake Park, Florida 33403. Release of Information and Contact Information Form may be downloaded from the Employment Opportunities page at the Town's website at [www.lakeparkflorida.gov](http://www.lakeparkflorida.gov). Incomplete

submittals will not be processed. All applicants shall be subject to a criminal background check. Phone: 561-881-3300. An Equal Opportunity Employer.

[← Back to Search Results](#)

**International City/County Management Association**

777 North Capitol Street NE, Suite 500

Washington, DC 20002-4201

202.289.1CMA | fax 202.962.3500



## Welcome

The purpose of the Palm Beach County League of Cities' Legislative Agenda is to articulate, advocate, promote and advance issues that may significantly impact municipalities within Palm Beach County. The League of Cities exists to promote and advance best practices and collective interests of the municipalities in Palm Beach County; to study municipal problems and seek solutions to them through cooperative efforts; to encourage and work for the welfare of our citizens in Palm Beach County, providing the best quality of life possible countywide. The League was chartered in 1969 as a nonpartisan, nonprofit corporation by and for municipalities. We are a recognized IRS-501(c)(4).

## 38 Municipal Members by Area

### District 1:

Juno Beach, Jupiter, Jupiter Inlet Colony, Lake Park, Mangonia Park, North Palm Beach, Palm Beach, Palm Beach Gardens, Palm Beach Shores, Riviera Beach & Tequesta

### District 2:

Cloud Lake, Glen Ridge, Haverhill, Lake Clarke Shores, Loxahatchee Groves, Palm Springs, Royal Palm Beach, West Palm Beach & Wellington

### District 3:

Atlantis, Boynton Beach, Greenacres, Hypoluxo, Lake Worth, Lantana, Manalapan, South Palm Beach & Village of Golf

### District 4:

Boca Raton, Briny Breezes, Delray Beach, Gulf Stream, Highland Beach & Ocean Ridge

### District 5:

Belle Glade, Pahokee & South Bay

Links to individual municipal websites  
and to get more information visit:  
[www.leagueofcities.org](http://www.leagueofcities.org)



### Mailing Address:

Palm Beach County League of Cities, Inc.  
P.O. Box 1989, Governmental Center  
West Palm Beach, FL 33402

### Office Address:

Governmental Center, 10th Fl, Suite 1002.17  
301 North Olive Avenue  
West Palm Beach, FL 33401  
Tel. (561) 355-4484 • (Fax) 355-6545

### League Staff:

Richard Radcliffe, Executive Director  
[rradcliffe@pbcgov.org](mailto:rradcliffe@pbcgov.org)

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Trela White, Esquire, League Attorney  
(561) 586-7116 • (Fax) 586-9611  
[trela@cwd-law.com](mailto:trela@cwd-law.com)

### Executive Committee:

Hon. Steve B. Wilson, President  
[dbuff@beilglade-fl.com](mailto:dbuff@beilglade-fl.com)

Hon. Dawn Pardo, 1st Vice President  
[dpardo@rivierabch.com](mailto:dpardo@rivierabch.com)

Hon. Robert Shalhoub, 2nd Vice President  
[rshalhoub@lateclarke.org](mailto:rshalhoub@lateclarke.org)

Mo Thornton, Secretary-Treasurer  
[mthornton@atlantisfl.gov](mailto:mthornton@atlantisfl.gov)

Hon. Scott Maxwell  
Immediate Past President  
[smaxwell@lakeworth.org](mailto:smaxwell@lakeworth.org)

## 2015 Key Dates:

### March

- 3 Opening Day of the 2015 Regular Legislative Session
- 4-5 Palm Beach County Day - Tallahassee
- 7-11 National League of Cities Congressional City Conference, Washington, D.C.
- 17-18 Florida League of Cities Legislative Action Days - Tallahassee

### May

- 1 Last Day - 2015 Legislative Session

### August

- 13-15 Florida League of Cities Annual Conference - World Center Marriott, Orlando

### November

- 4-7 National League of Cities Annual Congress of Cities and Exposition - Nashville, TN
- 19-20 Florida League of Cities Legislative Conference - Orlando

The League Board of Directors and General Membership meetings are usually held on 4th Wednesdays of each month at various host city and Associate locations around Palm Beach County.

For more information visit:  
[www.leagueofcities.org](http://www.leagueofcities.org)



*The League represents the thirty-eight municipalities of Palm Beach County, plus over eighty associate, government, non-profits & business organizations.*

*"Shared visions & best practices make for better communities."*

*Visit us at...*

[www.leagueofcities.org](http://www.leagueofcities.org)

Exhibit "E"



## **The League of Cities 2015 Legislative Priorities**

The League of Cities supports legislation that strengthens municipal self-governing powers. "Home Rule," or government closest to the citizens is key to a successful democracy.

### **Residential Sober Houses**

The League of Cities will support legislation that defines and establishes minimum regulatory standards for sober home facilities and allows for more stringent local regulations of these facilities.

### **Pension Plans & Benefits**

The League of Cities will support legislation that affirms the home rule powers of municipalities to establish and fund municipal employee benefit levels, and specifically provides comprehensive pension reform, disability presumption reform and a mechanism for municipalities to revoke their election into participating in the Florida Retirement System.

### **Mandates**

The League of Cities recommends a moratorium on mandates of any kind during the 2014 legislative session. Local governments are working to maintain current service levels within the confines of an economic downturn. We request that the state legislature allow time for municipalities to focus on current requirements without more being added. We request that the state legislature allow time for municipalities to focus on current requirements without more being added.

## **Economic Development & Workforce Training**

The League of Cities will support legislation reauthorizing the Enterprise Zones. The League further supports focused on state resources for local workforce and career training at all education levels and subsequent job placement, with particular interest to our inland port cities in Western Palm Beach County.

### **Bright Future Scholarship Program**

The League of Cities will support legislation that allow businesses and government agencies intership to count toward meeting Florida Bright Future Scholarship requirements.

### **Internet Sales and Use Tax**

The League of Cities will support legislation that simplifies Florida's Sales and use tax system and qualify the state for participation in the Sales and Use Tax Agreement, thereby making it easier for out-of-state businesses to voluntarily collect and remit taxes to Florida.

### **Communication Service & Local Business Tax**

The League of Cities will support legislation that protects the general revenues collected from the communications services tax and the local business tax which are used to provide services that our citizens want and need including public infrastructure, public safety services and public transportation infrastructure. Municipalities have absorbed significant increases in operational cost while receiving less tax revenues.

### **Gaming / Gambling**

The League of Cities will support legislation that creates a level playing field in relationship to para-mutuel facilities in South Florida.

## **Vacation Rentals**

The League of Cities will support legislation that allow local governments to regulate short term rental properties to protect the health and welfare of their residents, visitors and businesses.

### **Effective Growth Management**

The League of Cities will continue to monitor the effects of Growth Management legislation and oppose efforts that would undermine a local government's planning and zoning density authority.

### **Housing & Small City CDBG Policy**

The League of Cities will support legislation maintaining dedicated funding categories for housing rehabilitation, economic development, neighborhood and commercial revitalization with adequate verification safeguards that insure grants will primarily benefit low and moderate-income families.

### **Transportation**

The League of Cities will support legislation that preserves local control of transportation planning and provide opportunities for additional revenue options to fund municipal transportation infrastructure projects including roads and rails.

### **Energy Policy**

The League of Cities will support legislation that incentivizes the development and implementation of renewable and alternative energy, and transportation fuel sources, and authorizes the use of \$192 million in Qualified Energy Conservation Bonds allocated to the State of Florida for local government energy efficiency projects.

## **Public Records**

The League of Cities supports legislation that honors the intent of the Public Records Act by reducing incentives for fraudulent abuse of the law, and permits the courts to award reasonable attorney fees to agencies/defendants that are found to have acted lawfully in providing requested public information.

### **Amendment 1 Distribution**

The League of Cities supports using resources from Amendment 1 for enhancement of water quality and beach management.

### **Beach Management**

The League of Cities will support legislation appropriating the \$30 million annual doc stamp tax revenue to the Ecosystem Management and Restoration Trust Fund for beach preservation and repair. The League supports the elimination of redundancy in state and federal, while encouraging streamline permit application review, which would reduce project cost, accelerate the permitting process and eliminate agency conflicts.

### **Water Quality & Supply**

The League of Cities will support legislation addressing water quality and quantity issues that affect local communities' aquifers, surface waters and estuaries. Specifically, the League supports efforts to maintain, revitalize and protect Palm Beach County's water quality in the Glades, flooding and water retention and the restoration of the Loxahatchee River and Lake Worth Lagoon.

### **Septic Tanks**

The League of Cities will support financial and regulatory initiatives that prioritize and encourage properties with septic tanks to connect to centralized sewer systems, especially in areas that impact rivers, estuaries, first magnitude springs and impaired water bodies.